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ABSTRACT

Programs that attempt to keep children from turning to crime are described following an introduction by Senator Joseph Biden that considers the scope of the problem of juvenile crime and possible solutions to the problems of youth violence. Catalogued are 192 ways in which communities are reaching out to children. The programs listed vary in size, focus, funding, and effectiveness, but together they serve as an active laboratory for testing approaches. Programs include: (1) positive after-school, weekend, and holiday activities; (2) positive role models and mentors; (3) school-based community services and activities; (4) police-driven efforts to reach out to children with prevention services; (5) drug-treatment and drug-education programs; (6) family-support and family-preservation programs; and (7) treatment, counseling, education, job training, and discipline for children who have already had problems with the law. Each program description includes an address for further information. An appendix lists the programs by region. (SLD)

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# CATALOGUE OF HOPE:

## CRIME PREVENTION PROGRAMS FOR AT-RISK CHILDREN

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The Senate Judiciary Committee

April 1994



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# CATALOGUE OF HOPE:

# Crime Prevention Programs For At-Risk Children


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# INTRODUCTION

Joseph R. Biden, Jr.
Chairman, United States Senate
Committee on the Judiciary
April 1994

*". . . I keep picturing all these little kids playing some game in this big field of rye and all. Thousands of little kids, and nobody's around -- nobody big, I mean -- except me. And I'm standing on the edge of some crazy cliff. What I have to do, I have to catch everybody if they start to go over the cliff -- I mean if they're running and they don't look where they're going I have to come out from somewhere and catch them. That's all I'd do all day. I'd just be the catcher in the rye . . ."*

-- J.D. Salinger
*The Catcher in the Rye*

Today, too many of our nation's children are running, headlong, over a cliff -- with no one to help them see where they're headed, and no one to catch them before they go over the edge. The casualties -- as measured by the crime toll alone -- are many. And the stories are enough to take your breath away:

* A 13-year-old lures a toddler into a stand of pine trees and beats him to death;

* Two 16-year-olds spray bullets from 9 mm semiautomatic pistols into a group of teenagers gathered on a church lawn -- mistaking them for rival gang members.

* An 18-year-old, angry over the theft of his jacket, shoots the three suspected thieves, killing two and wounding the third.

Each crime is the story of a life lost and another life, somehow, gone wrong. And although each is singular, the cases are becoming less unique, forming the contours of a devastating statistical trend:

* Juveniles commit nearly twice their share (given their percentage of the population) of the nation's violent crimes.

* Between 1983 and 1992, juvenile arrest rates for murder skyrocketed 128%.

* The number of children arrested for illegally carrying or possessing a weapon catapulted 66% in just the five years between 1988 and 1992.

Not only are children committing more crimes today, but the level of youth violence has escalated. Twenty years ago, the tough kid on the block used his fists to settle a score. Ten years ago, he might have pulled out a knife. Five years ago, he might have threatened with a gun. Today, he pulls the trigger.

In response to these changes, we now hear a great deal about the problem of youth violence, and in Chapter I of the Catalogue, we survey the problem based on the most recent and most credited research. But the rest of the Catalogue is devoted to what we hear almost nothing about -- answers.

I do not mean to suggest that there is one, single, clear, undisputed answer to the problem of youth violence. In fact, one of the few things we do know for sure is that we lack a full understanding of the causes of -- and thus the solutions to -- the spiral of crime by our young. Slowly, however, some consensus is emerging about what factors relate to youth violence. What we do know is:

Relatively few children are responsible for the bulk of serious, violent juvenile crime.

Studies indicate that between six and 7.5% of juveniles are responsible for between 52% and 61% of serious youth crime.

Children are the prime targets of juvenile crime.

Six out of ten child homicide victims are killed by young friends or acquaintances. 81% of child victims of violent crimes aged 12 to 15, and 55% of victims aged 16 to 19, report that their attackers are younger than 21.

Guns exacerbate the problem.

Nearly three out of four juvenile murderers use guns to kill their victims, and 83% of serious male juvenile offenders possessed a gun at the time of their arrests.

Violence is learned.

Children who witness abuse in the home or suffer abuse or neglect are at a greater risk of becoming violent themselves later in life. Studies have reported that 85% of juveniles who commit delinquent acts have been abused.

Children who grow up in poverty and without adequate supervision at home are at risk for later criminality.

Children raised by a single parent are five times more likely to be poor and twice as likely to drop out of school. 70% of children incarcerated in long-term juvenile facilities lived with only one parent. Recent studies suggest that communities with the greatest percentages of single-parent households also have the greatest rates of violent crime.

Drugs accelerate a juvenile's crime rate.

The highest juvenile crime rates are found among youth who report using cocaine.

Negative peer influences can lead to criminality.

Children are impressionable and strongly influenced by their peers; they are more likely to commit crimes in groups than are adults. Gangs, whose membership is on the rise, commit a disproportionate share of juvenile crime.

Children who do poorly in school or who drop out are among the more likely of criminals.

Only 9.2% of chronic juvenile offenders graduate from high school, compared to 74% of non-offenders.

With these factors in mind, we can begin to frame solutions. Catalogued here are 192 ways in which communities are reaching out to children -- to help them count among society's productive citizens, rather than its grisly crime statistics. The programs listed vary in focus, size, funding, and no doubt in effectiveness. But together they serve as an active laboratory for testing ideas that make a difference. The programs include:

* Positive after-school, weekend, and holiday activities -- so that instead of roaming the streets and getting into drugs or crime, our children have somewhere positive to go and something constructive to do with their time, be it educational, cultural, or athletic;

* Positive adult role models and mentors to inspire children and help them navigate obstacles and develop self-esteem and a positive set of values;

* School-based community services and activities -- both during and after school hours, using present facilities to give children a safe haven off the streets;

* Police-driven efforts to reach out to children at the front-end -- before an arrest is in order -- with prevention services ranging from drug education to counseling to after-school athletic activities;

* Drug treatment and education programs, aimed both toward keeping children healthy and also toward reducing the crime that so often follows in the wake of drug abuse;

* Family support and preservation programs, which provide support services to vulnerable families both to help prevent abuse and neglect and to help teach parents how to give their children the guidance and discipline they need; and

* Treatment, counseling, education, job training, and discipline for children who have already run afoul of the law, to help them get back on track and avoid future crime.

I acknowledge that even with such efforts, there are some children who are simply beyond our reach and others who will slip through our fingers. Punishment, where violence against others is involved, is the appropriate answer -- and we must provide swift, tough penalties and adequate facilities to keep the serious, chronic offenders and predators off our streets. But back-end remedies must not be our only answer.

In the crime bill now before Congress, I crafted a dual approach to fighting crime that targets violent offenders with tough punishment and enforcement measures, but at the same time supports initiatives -- like drug treatment, educational programs, and job training -- aimed at preventing those at-risk for criminal activity from becoming serious, violent criminals. This same dual approach must be used in addressing the problem of juvenile crime and violence.

Of course, when looking at our children, prevention efforts take on a special urgency. We must act now to alter the course of our next generation of would-be criminals. For every time we ignore or fail to reach a troubled child, we increase the odds that he or she will haunt us tomorrow, on our street some dark night or in our children's schools some fateful day.

The goal of programs like those catalogued here is to limit as much as possible the number of young people who choose violence. And the goal of the Catalogue is to shine a light on those children we can help before they make that choice.

One boy we encountered in putting together this Catalogue illustrates how the choices we make will determine our future -- child by child. One of three children, this boy met his father for the first time when he was in the third grade, and only sporadically thereafter. His mother, addicted to crack, was unable to provide the supervision her children needed. One sibling periodically ran away from home; the other was in and out of jail for shoplifting or the like. The boy began running with a group who delivered drugs for a pair of neighbors, and for whom school was unthinkable. The group "beat people up," as the boy put it, either for money or "because we didn't have anything better to do."

Then a school-based prevention program enlisted a man to become the young boy's mentor. The man encouraged the boy to make new friends who stayed out of trouble. He helped him with homework, encouraged him to stay in school and just talked to him about his frustrations, his mother, his life, his future. The boy started going to school regularly, and, together with other kids served by the mentoring program, became involved in a school club that did community service work. Gradually, his old pals lost their appeal.

The boy is now a junior in college, and he in turn has begun to mentor another young boy -- trying to help him, too, dodge the bullet. Why the turn about? "Because someone bothered to care about me," he says. "Because someone helped me see that I didn't have to fail."

This is just one story of one boy. But it is also more than that, a prophesy of sorts. This boy could easily have become one of the kids who make us shiver. But at the fork in the road, someone was there to help him find his way -- to help keep him from running over the cliff.

If we are to do more about our nation's crime problem than worry or pray, we must make a dedicated, meaningful commitment to bolster prevention efforts in our communities. The imagination, energy, and good will are there, as so many of the programs here listed attest:

* In hundreds of public housing projects across the country, Boys and Girls clubs are moving in -- and providing kids there with people to look up to, constructive activities to take part in, and an understanding shoulder to lean on and learn from. A recent, independent evaluation has reported that housing projects with clubs experience 13% fewer juvenile crimes, 22% less drug activity, and 25% less crack use than do projects without clubs.

* In New York City, some 36 schools are staying open seven days a week until 11:00 or 12:00 p.m. -- providing "one-stop shopping" services such as counseling, tutoring, recreational activities, vocational training, and just a safe, healthy place for kids to "hang out."

* In Birmingham, Alabama, the police department runs athletic leagues in disadvantaged communities, where team players must spend an hour a night doing homework and must maintain a C average in school. A tutoring program is available for kids who don't make the grade -- so that they can join the teams the next session.

* In Houston, Texas, a core of professionals have set up shop in a number of schools, where they provide one-on-one counseling, mentoring, tutoring, job training, and crisis intervention services to students at risk for dropping out. Where one-third of students entering Texas high schools fail to graduate, 90% of the kids served by this program are still in school at the end of the school year.

* Deep in the Florida Everglades, the "Last Chance Ranch" is giving serious offenders what most have never had in their lives -- care and discipline. The boys follow a strict daily regimen of work (the ranch is fully operational), education (they must improve their grade level by at least three years) and counseling (both individual and group). They are graded five times a day for a variety of attributes like attitude, appearance and punctuality, and are released only when they have proven themselves worthy -- when they've landed a job (with a counselor's help) and exhibited the requisite personal wherewithal and social skills to succeed.

* In Honolulu, Hawaii, professionals visit the homes of new, needy families for the first five years of a child's life -- to help reduce child abuse by teaching moms and dads how to parent their children, and by linking the family with other needed social services. A four-year evaluation of the program found that 99.3% of its families were free of neglect and abuse.

* And in my home state of Delaware, Norm "Stormin' Normin" Oliver runs an award-winning summer basketball league -- in which team members must participate in supervised study sessions and perform community service work in addition to their time on the courts. This year, the program is also working with the Chamber of Commerce to institute a summer employment program for the kids.

These are just a handful of ways in which communities are working to reach, treat, and teach our children a better way. This Catalogue -- which is by no means exhaustive or definitive -- contains many more. And although many communities are putting their best foot forward, the need and demand for prevention programs far outpace the supply. We must do better.

The crime legislation now moving through the Congress contains an unprecedented infusion of federal dollars for states and local communities to use in prevention efforts. For the first time, a majority of my colleagues agree with me that prevention efforts -- particularly those aimed at children -- are an essential part of fighting crime. My goal is to finish shepherding the bill through the Congress with a major commitment of prevention dollars intact.

This is an investment we can't afford not to make. Relatively speaking, the cost of prevention programs is modest. All the community efforts listed here add up to about $195 million annually -- compared to the $25 billion that we spend on incarceration each year. It costs $27,000 each year to keep one inmate in prison. That's approximately the yearly budget of a program in a Memphis, Tennessee housing project that provides daily tutoring and cultural activities for 60 children living in the project.

The commitment we make today will define us as a nation tomorrow. Prisons, though essential, are a testament to failure -- the right place for people gone wrong. When a life about to go wrong is set on the right course -- that is a testament to hope. We need prisons, but we need hope as well.

In this Catalogue of Hope, we provide a sampling of community big-heartedness and foresight -- where professionals and volunteers alike are working to catch children before they get too close to the edge of the cliff and fall into a life of violence and crime. I commend their efforts and their spirit of generosity and promise. And I pledge to do all in my power to see that more help is soon on the way.

* * * * * * * * * * * * *

I would like to thank the many people on my staff at the Senate Judiciary Committee who helped compile this Catalogue, including Lisa Monaco, Nancy Solomon, Dave Long, John Earnhardt, David Stern, Joel Vengrin, Ali Zacaroli, Robin Spigel, Tracy Williams, Chris Putala, and Cynthia Hogan. Most particularly, I appreciate the tremendous efforts of Demetra Lambros and Tracy Doherty, who spent many hours researching the programs described here and preparing the Catalogue for publication.

I offer special thanks as well to the 5-year-olds in Mrs. Montez' pre-school class at the Peabody Early Childhood Center in Washington, D.C. for the artwork that appears throughout the Catalogue. Choosing among their pictures was difficult -- but special recognition is deserved by Alfred Lawson (whose drawing appears on the cover), Shemikah Colleton, Jessica Garrett, Vanja Basaric, Domonique Saunders, Emily Cushman, and Adrian Babiak. They and children like them are our future, and it is to them that this effort is dedicated.

Senator Joseph R. Biden, Jr.
April 1994

# I.

# JUVENILE CRIME: A SURVEY OF THE PROBLEM

The headlines speak of the unspeakable: a 15-year-old guns down a classmate who dares admire his sweetheart; a 16-year-old stabs a classmate to death and wears his blood-stained T-shirt to school the next day; a 17-year-old leads his pals in a gang rape and murder of a young girl, and boasts of it over burgers just hours later.

Would that these terrors were rarities, comfortably explained: a genetic fluke of nature, the final showdown of a lifelong blood feud, a once-in-a-lifetime moment of madness.

But reality tells a different story. America's criminals are getting younger, and young criminals are getting more violent. In 1970, 24-year-olds were the most murderous in society. By 1992, the age registering the greatest murder arrest rate had dropped to 18. Between 1983 and 1992, juvenile arrest rates for murder catapulted 128%. The tales of youth violence are no longer anecdotal. They're statistical. And the statistics keep mounting:

* In 1992, 112,409 violent crimes were committed by kids under 18: 2,829 murders, 5,369 rapes, 40,434 robberies, 63,777 aggravated assaults.[1]

* In just the five years between 1988 and 1992, juvenile arrests for violent crimes jumped 47% -- two and a half times faster than for adults 18 and older.[2] Here's the breakdown:

    * Murder. Juvenile arrests up 51% -- more than five times the nine percent increase for adults.

    * Rape. Juvenile arrests up 17% -- six times the three percent rise for adults.

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[1] Federal Bureau of Investigation, U.S. Dep't of Justice, *Crime in the United States 1992, Uniform Crime Reports* (1993).

[2] *Id.*

* Robbery. Juvenile arrests up 50% -- more than three times the 13% rise for adults.

* Aggravated assault. Juvenile arrests up 49% -- more than twice the 23% increase for adults.[3]

* Although they comprise only 11% of the population, juveniles aged 10 to 17 committed nearly twice their share of violent crimes, accounting for 18% of all violent crime arrests in 1992: 15% of murder arrests, 16% of rape arrests, 26% of robbery arrests, 15% of aggravated assault arrests, and 23% of weapons arrests.[4]

There is much we do not know about the proliferation of violence among our young. But one thing is for sure: these days, a kid arrested for a crime often has a gun in his hand, and young victims, increasingly, have bullets in their bodies. Where fists once settled a score, now increasingly a gun is the final arbiter. Neighborhood skirmishes and playground rumbles have given way to mafia-style "hits" and drive-by shootings. Experience has taught us a tragic lesson: violence follows guns just as surely as night follows day. And the reports from the streets are not encouraging:

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[3] *Id.*

[4] *Id.*

* The number of kids arrested for illegally carrying or possessing a weapon skyrocketed 66% in just the five years between 1988 and 1992 -- more than four times faster than among adults.[5] In 1991, the nearly 35,000 juvenile weapons arrests accounted for more than one out of five of all weapons arrests.[6]

* Between 1980 and 1990, there was a 79% increase in the number of kids who murdered with guns.[7]

* Nearly three out of four juvenile murderers use guns to kill their victims.[8]

* 83% of serious male juvenile offenders incarcerated in juvenile corrections facilities possessed a gun just prior to confinement. 55% routinely carried guns within a year or two prior to being arrested.[9]

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[5] *Id.*

[6] Federal Bureau of Investigations, U.S. Dep't of Justice, *Crime in the United States 1991, Uniform Crime Reports* (1992).

[7] *Id.*

[8] *Uniform Crime Reports (1992), supra* note 6.

[9] Joseph F. Sheley, James D. Wright, U.S. Dep't of Justice, *Gun Acquisition and Possession in Selected Juvenile Samples* 5 (1993).

* A study of Chicago gangs reports that virtually the entire increase in the city's gang-motivated homicides can be attributed to the increased use of high-caliber, automatic or semi-automatic weapons.[10]

* In 1992, guns took the lives of 85% of 15 to 19-year-old murder victims.[11]

* One in 20 school kids reported carrying a gun during a 30-day period.[12]

## The Chief Targets of Juvenile Crime: Other Children

Today, our children need be wary not only of strangers prowling beyond the playground fence. Classmates and acquaintances must now be added to the "beware" list. And where night-lights, once, were enough to keep the monsters away, now not even metal detectors and armed guards in schools can make children feel safe: 160,000 children stay home from school every day because they fear injury at the hands of their classmates.[13]

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[10] Carolyn Rebecca Block, Richard Block, U.S. Dep't of Justice, *Street Gang Crime in Chicago* 7 (1993).

[11] *Uniform Crime Reports (1993), supra* note 1.

[12] Center for Disease Control, U.S. Dep't of Health and Human Services, *Weapon Carrying Among High School Students – United States, 1990,* in 40 Morbidity and Mortality Weekly Report (October, 1991).

[13] George Batsche, Benjamin Moore, National Association of School Psychologists, *Bullying* 1 (1989).

Kids today are constantly looking over their shoulders -- they must watch who they bump into in the hall, keep a watchful eye on their way home from school, and maintain a certain vigilance in the park. Children are more likely than adults to be the victims of violent crime. And these days, a child's attacker, more likely than not, is another child.

* In 1991, six out of ten child homicide victims (between ages 10 and 17) were killed by friends or acquaintances.[14]

* Between 1985 and 1988, 81% of child victims of violent crimes aged 12 to 15, and 55% of victims aged 16 to 19, reported that their attackers were younger than 21. Only 16% of adult victims of violent crime reported the same.[15]

* Approximately 282,000 students are physically attacked in America's high schools each month -- bringing the yearly average to one in six students.[16]

* About 15% of all students are threatened with a weapon and about 8% are injured with a weapon at school during the year.[17]

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[14] Office of Juvenile Justice and Delinquency Prevention, U.S. Dep't of Justice, *Justice Matters, Profile of Juvenile Victims* (Fall/Winter 1993).

[15] Catherine J. Whitaker, Lisa Bastian, U.S. Dep't of Justice, *Teenage Victims: A National Crime Survey Report* 7 (1991).

[16] *Bullying*, *supra* note 13.

[17] University of Michigan, *1993 Goals Report: Volume I, Goals 6* (1993).

* Teenagers are more likely than adults to be the victims of violent crimes: 67 out of every 1,000 children aged 12 to 19 are victimized, compared with 26 of every 1,000 persons aged 20 or older.[18]

* And some communities are hit especially hard. African-American teens are three to five times more likely than their white counterparts to be murder victims.[19] Where most white teens die in accidents (more than twice the number who are murdered or commit suicide), most African-American teens who die are murdered -- more than twice the number who die in accidents.[20]

* In 1992, more than six children were murdered each day.[21]

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[18] *Teenage Victims, supra* note 15 at 1.

[19] *Id.*

[20] Center for the Study of Social Policy, *Kids Count Data Book: State Profiles of Child Well-Being* 12 (1993).

[21] *Uniform Crime Reports (1993), supra* note 1.

## The Chief Culprits: A Small Cadre of Chronic Offenders

Behind the statistics lies an often overlooked fact about juvenile criminality: relatively few children are responsible for the bulk of the serious and violent crime. In his landmark studies of juvenile crime, Dr. Marvin Wolfgang reported that, of the 13,200 boys he tracked from birth until age 18, 7.5% accounted for 61% of the group's arrests -- 60% of the murder arrests, 75% of the rape arrests, 73% of the robbery arrests, and 65% of the arrests for aggravated assault.[22]

The Wolfgang studies further found that, of the juvenile offenders, only 18% to 22% were high-rate offenders -- arrested at least five times. Thus, not only does a small percentage of the juvenile population commit a large share of crime, so, too, a small portion of juvenile criminals is responsible for the majority of juvenile crimes.

Another study, conducted on three birth cohorts in Racine, Wisconsin, reported similar results: approximately five percent of the juveniles who had committed two or three felonies were responsible for 75% of the total felonies (and much of the other crime) committed by each group.[23]

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[22] Paul E. Tracy, Marvin E. Wolfgang, and Robert M. Figlio, Delinquency Careers in Two Birth Cohorts 280 (1990). Dr. Wolfgang's studies are based on a group of Philadelphia males born in 1958. Another study based on a 1945 birth cohort found that six percent of the males accounted for 52% of the group's arrests. Marvin E. Wolfgang, et al., Delinquency in a Birth Cohort (1972).

[23] Lyle W. Shannon, Criminal Career Continuity 217 (1988).

## Who are These Young Criminals?

The questions outpace our answers. What turns babies into monsters? How can a young man commit unthinkable acts of brutality and the same day treat his friends to a round of pizza and coke? Are these kids simply -- inescapably -- rotten apples, or could something -- anything -- have been done to keep them from going bad?

The cadre of young criminals who are terrorizing our streets and neighborhoods have many faces and many stories to tell. Most often, their lives are a compendium of cards badly dealt and turns wrongly taken. They defy easy categorization or classification. But researchers have identified a number of factors which contribute to criminality among our youth, chief among them being negative peer influences, school failures, poverty, lack of parental and other supervision and guidance, child abuse, and drug use.[24] Although none should be viewed in isolation, each has its particular features, and we briefly overview them in turn.

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[24] *See* Panel on Research on Criminal Careers, Committee on Research on Law Enforcement and the Administration of Justice, Commission on Behavioral and Social Sciences and Education, and National Research Council, Participation in Criminal Careers, in 1 Criminal Careers and "Career Criminals," 31, 54 (Alfred Blumstein, et al. eds., 1986) (factors influencing serious criminal behavior include ineffective parenting, poor school performance, low measured IQ, drug use and parental criminality); Paul A. Strasburg, Violent Delinquents 45 (1978) (juveniles involved in violent behavior are primarily male minority groups from lower class neighborhoods who come from broken homes, have defective relationships with their parents, and fail in school; many have psychological disturbances; rage, low self esteem, lack of empathy and limited frustration tolerance are typical of violent youths); Cathy Spatz Widom, U.S. Dep't of Justice, *The Cycle of Violence* 1 (1992) (being abused or neglected as a child increases the likelihood of arrest as a juvenile by 53%); 1 American Psychological Association Commission on Youth Violence, *Violence & Youth: Psychology's Response* 5-6, 17 (1993) (strongest predictor of involvement in violence is history of violence; biological, family and school factors, emotional and cognitive development, relation to peers, cultural milieu, and social factors such as economic inequality, lack of opportunity, substance abuse, peer involvement and access to guns are all related to violent behavior); Donna Martin Hamparian et al., The Violent Few 49 (1978) (violent juveniles often come from broken homes of lower socioeconomic status and have siblings who are also involved in violent crimes).

## Negative Peer Influences and Gangs

Ever since the Montagues and Capulets, parents have been worrying about who their children choose as friends. Never have their worries been as well-founded: negative peer influence, paired with too much free time, spells trouble.

* Kids are more likely to commit crimes in groups than are adults.[25]

* Most violent juvenile crimes are committed by more than one person -- and as the size of the group increases, so does the likelihood that the crime is violent.[26]

* There is a strong connection between associating with delinquent or drug-using peers and being a delinquent or a drug user.[27]

Exactly why a child joins a gang or chooses to hang out with the "wrong" crowd varies. But gangs often act as socializing institutions for kids born to unstable families, or whose needs are not being met due to poverty or a lack of community support or social services. Researchers confirm the obvious:

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[25] D.J. West, D.P. Farrington, The Delinquent Way of Life 13 (1977).

[26] Strasburg, *supra* note 24 at 75.

[27] John J. Wilson, U.S. Dep't of Justice, *Urban Delinquency and Substance Abuse* 19 (1993).

* Gangs fill a need for stability, structure, and a sense of belonging.[28] Kids join gangs because of community disorganization (failure of local institutions such as families and schools), personal disorganization (social and school failures, unsuccessful personal development) and poverty.[29]

* Most youth gang members are male, aged 12 to 21 years old, who come from families in disadvantaged educational and occupational levels from low-income districts of central cities.[30]

Although comprehensive data on gangs is virtually non-existent, the evidence suggests that gang membership is on the rise and gangs are more widespread than ever:

* Today, all of our nation's largest cities (populations over one million) report that they have gang problems.[31]

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[28] National Coalition of State Juvenile Justice Advisory Groups, *Myths and Realities: Meeting the Challenge of Serious, Violent, and Chronic Offenders* 19 (1992) (citing David G. Curry, Irving A. Spergel, *Gang Homicide, Delinquency and Community,* 26 Criminology 301 (1988)); Ronald C. Huff, *The New Youth Gangs: Social Policy and Malignant Neglect,* in Schwartz, I., Juvenile Justice and Public Policy (1992).

[29] *Street Gangs and What to Do About Them, 1994: Hearings Before the Subcommittee on Juvenile Justice of the Senate Committee on the Judiciary,* 103rd Cong., 2nd Session 5 (1994) (statement of Prof. Irving A. Spergel, School of Social Service Administration, University of Chicago).

[30] Walter B. Miller, U.S. Dep't of Justice, *Crime by Youth Gangs and Groups in the United States* 71 (1992) (based on 1982 data).

[31] G. David Curry, et al., *National Assessment of Law Enforcement Anti-Gang Information Resources: Draft 1992 Final Report,* West Virginia University 26 (1992).

* 80% of mid-sized cities (population between 500,000 and 1 million) reported gang problems in 1992 -- up from 41% in 1982.[32]

* Even more stunning: 94.3% of smaller cities (populations between 200,000 and 500,000) reported gang problems in 1992 -- up from 31% ten years earlier.[33] The growth of gangs in smaller cities is probably due to increasing urbanization, racial in-migration, residential segregation, and high youth unemployment rates.[34]

* Gangs can be found in almost every state, though they are concentrated in western, midwestern, and southwestern regions.[35]

While a relatively small percentage of youth belong to organized gangs -- 6% of youth aged 10 to 19 in most localities -- they are responsible for a disproportionate share of violent crime.[36] And gang violence, by all accounts, appears to be on the rise.

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[32] *Id.*

[33] *Id.*

[34] Malcolm W. Klein, Cheryl Maxson, *Street Gang Violence,* in Violent Crime, Violent Criminals 198, 216-17 (Neil Weiner, Marvin Wolfgang, eds., 1989).

[35] Irving Spergel et al., University of Chicago, *Youth Gangs: Problem and Response* 15 (Draft 1991).

[36] *See id.* at 21 (evidence demonstrates that gang members with arrest records are responsible for a disproportionate amount of violent crime); *Street Gangs and What to do About Them, supra* note 29 at 2 (about 5 percent of gang youth, age 12 to 24 years, may be classified as chronic, serious offenders); Miller, *supra* note 30 at 103 (particularly in the case of violent crime, amount of criminal gang activity disproportionate to number of gang members); *Street Gang Violence, supra* note 34 at 224 (gang violence is more complex, more violent, and more visible than otherwise comparable non-gang violence).

* In 1992 there were 809 juvenile gang killings -- taking the lives of 33% of all juvenile murder victims.[37]

* Although recent, comparative national figures are unavailable, in Chicago, gang-motivated homicide increased faster than the overall level of homicide, accounting for 12% of all homicides in 1990 and 33% of the increase from 1987-1990.[38] Between 1980 and 1991, the number of gang-related killings in Chicago increased four-fold.[39]

* Between 1980 and 1991, the number of gang-related killings in Los Angeles nearly doubled.[40]

* Between 1967 and 1979 (the latest year for which comprehensive, national gang-related data is available), homicide arrests of juveniles increased by 40%, while rates of gang killings increased by approximately 227%.[41]

* Studies have shown that gang members commit more serious crimes than non-gang delinquents: Murder (.5% of gang members arrested; .4% of non-gang

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[37] *Uniform Crime Reports (1993), supra* note 1.

[38] *Street Gang Crime in Chicago, supra* note 10 at 7.

[39] Miller, *supra* note 30 at 85; Curry, *supra* note 31 at 36.

[40] Miller, *supra* note 30 at 85; Curry, *supra* note 31 at 36.

[41] Miller, *supra* note 30 at 102.

youth); Rape (2.3% of gang members arrested; .7% of non-gang youth); Robbery (29.6% of gang members arrested; 6.6% of non-gang youth); Assault (13.2% of gang members arrested; 5.1% of non-gang youth); Weapons violations (13.2% of gang members arrested; 5.1% of non-gang youth).[42]

* 57% of gang member arrests are for violent crimes.[43]

Gangs and delinquent peer groups give rudderless children what they crave most: direction and a sense of belonging. To steer them in the right direction, we must make a national commitment, among other things, to programs that show kids a better way -- that give them something constructive to do with their time and something positive to belong to. These programs can include academic, athletic and artistic after-school activities, clubs, leagues, sports mentoring programs, and counseling and treatment services. Examples of these sorts of programs are catalogued in Chapters II and V.

## Education and Delinquency

Schools play a crucial role in the lives of our children, second, generally, only to the family when it comes to molding characters and imparting values. But for many of our children, schools have faded into the shadows. The ramifications are harmful on many fronts -- economic, cultural, international -- but also because school

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[42] Miller, *supra* note 30 at 95.

[43] Curry, *supra* note 31 at 46.

performance is often directly linked to criminality. Children who don't do well in school, and who are not given the proper help and attention, become frustrated with themselves and the system, and call it quits. Indeed, every five seconds of every school day, a student drops out of public school.[44] And once out on the street, gangs and other negative peer groups step in to fill the void.

* Only 9.2% of chronic juvenile offenders graduate from high school, compared to 74% of non-offenders.[45]

* Only 2% of inmates in long-term juvenile facilities are high school graduates; only 41% have completed eighth grade.[46]

* In 1991, only about 34% of adult state inmates had completed high school. 19% had an 8th grade education or less.[47]

* Youth who do poorly in school one year have higher rates of street crime the next. By the same token, youth who commit crimes one year do poorly in school the next.[48]

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[44] Children's Defense Fund, *State of America's Children* xii (1994).

[45] Marvin E. Wolfgang, et al., Delinquency in a Birth Cohort 93 (1972).

[46] Bureau of Justice Statistics, U.S. Dep't of Justice, *Survey of Youth in Custody,* 22 (1987).

[47] Bureau of Justice Statistics, U.S. Dep't of Justice, *Survey of State Prison Inmates 1991* (1993).

[48] Wilson, *supra* note 27 at 15.

* Kids most vulnerable to gang recruitment are those who do not do well in school or have dropped out.[49]

Many kids who are out on the streets committing crimes should be in math, English, or social studies classes instead. What's needed, among other things, are more programs that help schools go the extra mile: to help at-risk children succeed -- and stay -- in class. Whether it be through special counseling, tutoring, alternative schools, vocational education or after-school activities, such programs can go a long way toward making school the preferred alternative to the streets. Examples of these sorts of programs are catalogued in Chapter IV.

## Poverty, Broken Homes, and the Lack of a Positive Role Model

While early research concluded that poverty was the most important factor in determining a propensity toward violence,[50] this idea has since been revised: experts no longer point to poverty as the defining factor in determining a juvenile's odds for criminality, but report that poverty often combines with other factors to produce high rates of violent crime.[51] The research points to a vicious cycle: poor communities are

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[49] Catharine H. Conly et al., U.S. Dep't of Justice, *Street Gangs: Current Knowledge and Strategies* 17 (1993) (citing Ko-lin Chin, *Chinese Gangs and Extortion,* in Gangs in America 134 (C. Ronald Huff ed., (1990)).

[50] *See* C.R. Shaw, H.D. McKay, Juvenile Delinquency and Urban Areas, Revised Edition (1969).

[51] *See* Panel on the Understanding and Control of Violent Behavior, Committee on Law and Justice, National Research Council, Understanding and Preventing Violence, 133 (1993); *Violence & Youth, supra* note 24 at 23.

more likely to have other attendant problems that breed young criminals, such as poor parenting, fewer job opportunities, more single-parent families, and ample opportunity for involvement in illegal markets. Poor children are more likely to fail in school[52] and are more likely to join gangs.[53]

Poor communities, too, are often the hardest hit by crime: the risk of being victimized by crime is 2.5 times greater for those in families who have the lowest income levels (under $7500) than for those in the highest.[54] Ironically, poor people also run the greatest risk of being robbed.[55]

Taken together with poverty, families that provide no role models -- or bad ones -- make it even more difficult to stave off delinquency. If a child's mother is a teenager who has not finished high school, if she is raising children alone, if there is no one around who can show the child how to cope with aggression and frustration -- that child faces a tougher battle than most. And tragically, there are too many such children today:

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[52] *State of America's Children, supra* note 44 at 3.

[53] *Street Gangs and What To Do About Them, supra* note 29 at 5; *see also* Miller, *supra* note 30 at 71 (gangs primarily located in low-income parts of cities).

[54] Understanding and Preventing Violence, *supra* note 51 at 70.

[55] *Id.*

* One in four children lives in a single-parent family -- up from one in five in 1980.[56] (It is important to note that illegitimacy does not account for the majority of single-parent families.)[57]

* 53.8% of African-American children, 28.5% of Hispanic children, and 17.6% of white children under age 18 live with only their mothers.[58]

* In 1990, 45% of new births were to mothers who had not finished high school, were unmarried, or were teenagers.[59] 21% of African-American births were to single teens.[60]

* Since 1985, the number of children living in single-parent families has risen steadily in all but seven states, up nine percent overall.[61]

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[56] *Marital Status and Living Arrangements: March 1992*, U.S. Bureau of the Census, Washington, D.C., xii, table G (1992). 23.3% of children live with their mothers only, and 3.3% with only their fathers. *Id.*

[57] Nicholas Davidson, *Life Without Father*, Policy Review 5: 40-44 (Winter 1990). Of 15 million fatherless children, 5.4 million are the result of divorce, 3.3 million are the result of separation, and 4 million are the result of illegitimate birth. The remainder are orphans or the result of death.

[58] *Marital status and Living Arrangements: March 1992*, *supra* note 56 at xii, table G. These figures represent a marked increase from 1980 -- when 43.9% of African-American children, 19.6% of Hispanic children, and 13.5% of white children under 18 lived in mother-only households.

[59] *Kids Count*, *supra* note 20 at 18.

[60] *Kids Count*, *supra* note 20 at 14.

[61] *Kids Count*, *supra* note 20 at 14.

* Of the states with the highest proportion of children in single-parent families, many also have high rates of child poverty.[62]

Children born into these families have two strikes against them in a world that is tough enough already. And although it is not preordained that they will fail or turn to crime -- the vast majority do not -- the odds are not in their favor. Fatherless children are five times more likely to be poor and twice as likely to drop out of school.[63]

And although experts uniformly agree that absent fathers are one of many factors increasing the likelihood of criminality, some studies go even further -- and suggest that regardless of other factors, communities with higher percentages of single-parent households also have higher rates of violent crime.[64] A community with fewer caring, responsible adults has a more difficult time exerting control over its youth -- distinguishing neighborhood children from strangers and policing the kids on the streets. Also, without positive role models -- most notably, positive male role models -- young boys, knowing no better, turn to violence as a way of asserting their manhood.

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[62] *Kids Count, supra* note 20 at 14. Among such states: Alabama, Florida, Georgia, Illinois, Louisiana, Maryland, Mississippi, New York and Tennessee.

[63] Louis Sullivan, *Where Have All the Fathers Gone?* Chicago Tribune, January 28, 1992 at 15 (children growing up in single parent homes are also at greater risk for substance abuse, adolescent pregnancy, criminality, and suicide).

[64] Douglas Smith, G. Roger Jarjoura, *Social Structure and Criminal Victimization,* in Journal of Research in Crime and Delinquency 25 (1988). *See also* R. Sampson, *Crime in Cities: Effects of Formal and Informal Social Control* in Communities and Crime, 271-311 (Albert Reiss and Michael Tonry, eds., Volume 8, University of Chicago Press, 1986). Sampson's study concluded that community delinquency levels are also influenced by a community's ability to establish networks of control through parental supervision and that family disorganization -- in the form of single-parent households -- hinders such networks.

Parental supervision, the experts agree, is essential: one expert estimates that more than three-fourths of repeat adult offenders were poorly supervised as children.[65] And the American Psychological Association's recent study on youth and violence found that although it is difficult to forecast violence by isolating contributing factors, "[l]ack of parental supervision is one of the strongest predictors of the development of conduct problems and delinquency."[66] Our inmate population also tells the story:

* 70% of kids incarcerated in long-term juvenile facilities lived with only one parent.[67]

* 60% of adult prisoners grew up in a single-parent home or in a foster home: 43% in a single-parent home, and 17% in foster homes or other institutions.[68]

The problems associated with poverty and single-parent households are deep-rooted and complex, requiring a multi-faceted national commitment to innovation and

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[65] John Monahan, *Causes of Violence,* Remarks at United States Sentencing Commission Proceeding of Inaugural Symposium on Crime and Punishment in America 82 (June 1993) citing G. Patterson and M. Stouthamer-Loeber, *The Correlation of Family Management Practices and Delinquency,* 55 Child Development 1299-1307 (1984).

[66] *Violence & Youth, supra* note 24 at 19. Another study of a group of Chicago first graders divided the children equally into groups of kids from mother-only families, from mother/father families, and from mother/another related adult families. It found that the kids with mothers only were, by the third grade, the "worst off for socialization." The study further found that, after 10 years, the boys with mothers only reported more delinquencies regardless of income level than those who grew up with multiple adults present. Shepard Kellam, et al., *Family Structure and the Mental Health of Children* in 34 Archives of General Psychiatry 1012 (1977).

[67] *Survey of Youth in Custody,* supra note 46.

[68] *Survey of State Prison Inmates 1991, supra* note 47.

change. Among the types of programs that can help are those that provide children with positive same-sex role models and mentors who step in where parents fall short, school-based programs that help instill in children a sense of accomplishment and positive values, anti-crime programs that show kids a better way, and programs that help kids who have already had a brush with the law change course before it's too late. Examples of these sorts of programs are catalogued in Chapters II, III, and IV.

## Child Abuse

Child abuse in this country has reached record -- and shameful -- heights: nearly three million cases of child abuse and neglect were reported in 1992, and an estimated 2.5% of American children are abused or neglected each year.[69] A child is reported abused or neglected every 13 seconds.[70] Our hearts -- and a helping hand -- should go out to these children if for no other reason than to put an end to their suffering. But even the most hard-hearted among us should recognize another, self-interested reason for halting the cycle of abuse: although most abused children do not themselves become violent, a striking number of today's offenders were abused as children:

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[69] U.S. Advisory Board on Child Abuse and Neglect, U.S. Department of Health and Human Services, *Neighbors Helping Neighbors: A New National Strategy for the Protection of Children* viii (September, 1993).

[70] *State of America's Children, supra* note 44 at x.

* Selected studies report that up to 85% of juveniles who commit delinquent acts have been abused.[71]

* Being abused or neglected as a child increases the likelihood of being arrested as a juvenile by 53%, as an adult by 38%, and for a violent crime by 38%.[72]

* Evidence indicates that a child need not even be a victim of abuse to be swept into the cycle of violence -- witnessing abuse between adults in the home increases a child's propensity for violence.[73] An estimated three million children witness parental violence every year.[74]

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[71] *See* Brandt F. Steele, M.D., *Child Abuse: Its Impact on Society,* J. Ind. St. Med. Assoc. 191, 193 (March 1975) (finding 84% of 100 juvenile offenders (whose statements were confirmed) were abused before they reached school age; 92% of this group were bruised, lacerated or sustained fractures at the hands of their parents within a year and a half before being arrested). Also, 82% of 100 juvenile offenders in Philadelphia were abused or neglected (Weston, reported in *id.* at 192); 85% of 863 male adolescents incarcerated in Ohio had been abused more than once (Kratcoski 1982) (cited in James Garbarino and Margaret Plantz, U.S. Dep't of Justice, *Child Abuse: Prelude to Delinquency?* 7 (September 1986)). *But see* Alfaro 1978, 1981 (21% of boys and 29% of girls in study of 1,963 delinquents in eight counties in New York had been reported as abused or neglected); Sandberg 1983 (66% of 150 youths who were court-referred for treatment in New Hampshire were abused or severely neglected); Rhoades and Parker 1981 (58% of 191 juvenile delinquents in residential facilities in Oregon experienced abusive discipline by their fathers and 40% by their mothers) (also cited in Garbarino and Plantz, *Child Abuse: Prelude to Delinquency?*)

[72] Widom, *supra* note 24 at 1.

[73] *See* Gerald T. Hotaling, David B. Sugarman, *An Analysis of Risk Markers in Husband to Wife Violence: The Current State of Knowledge,* in 1 Violence and Victims, No. 2 101-24 (1986).

[74] *State of America's Children, supra* note 44 at x.

A study by the American Psychological Association also reports that children learn how to be violent -- from mothers, fathers, peers, and other violent role models -- and that kids who witness abuse in the home or suffer abuse or neglect are at a greater risk for becoming violent themselves later in life.[75] The violence can be turned homeward -- many adults who abuse children were themselves abused as children[76] -- or outward, as the above statistics indicate. To help put a stop to the madness, we must bolster programs that reduce familial stress, link families to needed social services, help rescue abused and neglected children, and teach moms and dads how to parent -- how to better cope with their anger and frustration, how to more effectively talk and relate to their children, and how to strike the appropriate balance between being tough and tender. Examples of these sorts of programs are catalogued in Chapter VII.

We must also pass Senator Biden's Violence Against Women Act, the most far-reaching legislation of its kind, aimed at reducing this country's epidemic levels of family violence. Among other things, the Act provides grants to bolster family violence prosecutions and victim services; grants to train police, investigators, prosecutors and judges in the ways of family violence; funding for shelters for women and children fleeing violent homes; grants to educate our youth about rape and family violence; and creates the first ever civil rights cause of action for violent felonies motivated by gender bias.

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[75] *Violence & Youth, supra* note 24 at 21; *see also An Analysis of Risk Markers, supra* note 73 at 114 (batterers are often exposed early in life to family violence and are more likely to engage in other forms of antisocial behavior).

[76] It is estimated that 30% of adults who abuse were abused as children. Joan Kaufman and Edward Zigler, *The Intergenerational Transmission of Child Abuse,* in Child Maltreatment: Theory and Research on the Causes and Consequences of Child Abuse and Neglect 130, 132-35 (Dante Cicchetti, Vicki Carlson, eds. 1989).

## Drug and Alcohol Abuse

The proposition is nearly self-evident: drugs and alcohol often provide the match which sets crime ablaze. And the reports of drug abuse among kids are not heartening:

* Juvenile arrest rates for heroin and cocaine increased dramatically between 1980 and 1990 -- over 700%. For African-American youth, the rates catapulted more than 2,000%, compared with a 250% increase for white youth.[77]

* Despite some decline in drug use among youth during the late 1980s, drugs have recently made a comeback in our schools: illicit drug use has increased for the second year in a row; among 8th, 10th and 12th graders, the use of marijuana, stimulants, LSD, and inhalants increased in 1993 -- only cocaine use remained level for those three age groups. 43% of high school seniors report that they've used illicit drugs.[78]

* Even more discouraging are the ideas about drugs in the heads of our kids. They increasingly think themselves invincible: the perceived dangers of most illicit drugs has declined, personal disapproval of crack and cocaine has decreased, and fewer kids view marijuana as a dangerous drug.[79]

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[77] *Uniform Crime Reports (1992), supra* note 6.

[78] University of Michigan, National Institute of Drug Abuse, Department of Health and Human Services, *Monitoring the Future Study* (1994).

[79] *Id.*

Increased drug use poses more than a health hazard for our nation's children. It poses a crime hazard for us all, be it because drug abusers commit crimes to finance their habits or because those under the influence of drugs or alcohol have a greater propensity for violence. Either way, a leading study reports that the link is inextricable:

* The highest juvenile crime rates were found among youth who reported using cocaine.[80]

* Kids who used cocaine and committed multiple violent offenses constituted only 1.3% of all youths; however, they accounted for 40% of the violent crimes reported by the entire sample.[81]

* Youths who used marijuana had overall crime rates that were three times higher than the rates of non-drug or alcohol users.[82]

* Violent behavior associated with the use of alcohol commonly accounts for about 65% of all homicides, 40% of all assaults and 55% of all fights and assaults in the home.[83]

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[80] Eric D. Wish, Bruce D. Johnson, *The Impact of Substance Abuse on Criminal Careers,* in 2 Criminal Careers and "Career Criminals," 55 (Alfred Blumstein et. al eds, 1986).

[81] *Id.*

[82] *Id.*

[83] *Violence & Youth, supra* note 24 at 79.

Ever since the release of his first National Drug Strategy five years ago, Chairman Biden has called upon the nation to make anti-drug prevention and treatment measures a cornerstone of a comprehensive drug strategy. The Clinton Administration, for its part, has this year heeded the call. Its drug strategy seeks the greatest one year increase in drug treatment dollars ever requested by a president, and calls for an increase in drug prevention resources that is nearly double the greatest increase called for by any past president. These efforts bring us closer to the ultimate goal of treating all addicts and providing all school children with comprehensive drug education. We must see to it that our children learn the perils of drug abuse, and that there are programs available that work to prevent abuse and treat abusers. Examples of such programs are catalogued in Chapters V and VI.

## About the Catalogue

While there is much that we do not know about the nature and causes of juvenile crime, this we can say: violence is learned by our children, committed by a small number of chronic offenders, exacerbated by guns, targeted primarily at other children, and caused by a variety of interrelated factors. This much we can also say: the nation is scared, and our fears have given rise to a wildfire of enthusiasm for harsh punishment and adult treatment of juvenile offenders. Though our fears are understandable, our preoccupation with back-end remedies should not lead us to forget the front end -- where a concerted investment of resources, energy and imagination should be put to work to keep would-be criminals off the road to ruin in the first place.

What follows are just some of the efforts underway in many communities to reduce the risk factors that lead to criminal conduct and to keep their children on track -- by providing positive alternative activities for "wannabe" gang members, community intervention programs such as after-school education, mentoring and sports activities, school-based programs to help keep kids in class, prevention programs spearheaded by police officers, child abuse prevention programs, education and counseling for families, drug education and prevention programs, and programs specifically geared toward reducing recidivism among kids who have already had a brush with the law.

The programs contained in this Catalogue were gleaned from a variety of sources: we received recommendations from numerous experts in the field, drew from lists compiled by other organizations, and identified programs which have won national or local recognition for excellence. The list is by no means exhaustive -- but it is representative of the variety of ideas out there. The programs differ in size, scope, tenure, level of funding, and, no doubt, in effectiveness. All, however, evince a spirit of hope and restoration. As a one-time gang member whose life was turned around when a Boys & Girls club moved into his public housing project told us: "I learned that there was more to life than the streets. Kids want to feel like they belong to something. They want to be accepted. We can either continue to have them join gangs and get killed in their teens or we can reach out and tell them that we care by providing centers and programs for them."

In talking to the countless professionals who run the programs here catalogued, we heard a constant refrain: The great majority of these kids are not rotten. When you get to know them, you find that they are often just scared, insecure, and simply unconvinced that life is worth living. These kids need help -- to see something worthy in the mirror, to find someone admirable to look up to, to imagine a future worth striving for. They need hope.

What follows is a Catalogue of Hope. What's needed is much, much more.

# II.

# A BETTER WAY: ALTERNATIVES TO GANGS, DRUGS AND THE STREETS

Many a professional who works with delinquent youth reports that kids these days simply have too much time on their hands -- no place to go after school, nothing to do, and no one to turn to for inspiration and guidance. At best, these kids are harmlessly idle, perched before a TV or roaming about the schoolyard. At worst, they are busy dealing drugs or committing crimes. The programs listed here aim, among other things, to give at-risk kids something positive to do with their time -- while also providing enriching, eye-opening activities that help them see that they, too, can lead healthy, productive lives.

## Ponce-de-Leon Boys & Girls Club

1709 26th Avenue
Tampa, Florida 33605
(813) 247-4412
Todd Cole, Unit Director

This Club in the Ponce-de-Leon housing project serves 275 kids a year with a wide array of services: tutoring, help with homework, sports and recreation activities, as well as the Boys & Girls Club signature programs such as SMART moves (drug, alcohol and pregnancy prevention) and Second Step (which teaches children how to better cope with their anger and frustrations). The Club works to broaden horizons with field trips to museums, cultural, artistic and sporting events, and also sponsors a "Shadow Lawyer Day" during which the children spend the day one-on-one with a lawyer.

In the Club's Heroes Program, the kids attend bi-weekly classes at Tampa University on business, stocks, bonds, accounting and the global economy for five years. A neighborhood grocery chain, Cash and Carry, gives active participants part-time jobs during the school year and full-time jobs during the summer and upon graduation. The University also chips in -- and gives college scholarships to kids who successfully complete the course and who maintain good grades. In the Foster Grandparent Program, two elderly volunteers -- "Granny" and "Pops" -- come to the Club every day to help the younger children with their ABCs, colors, numbers, and simply to provide extra love and attention. The Club is open into the evening during the week and for several hours on the weekend for special events and games.

A 1992 evaluation of Boys & Girls Clubs in public housing projects by Columbia University and the American Health Foundation reported that projects with clubs (as compared to those without) experienced 13% fewer juvenile crimes, 22% less drug activity and 25% less crack presence. Preliminary findings also reveal that kids in projects with clubs do better in school and have fewer behavioral problems. Four full-time and two-part time employees staff the Ponce-de-Leon Club; the foster grandparents are volunteers. Annual budget: $148,000.

## The Cornerstone Project

4323 West 29th
Little Rock, Arkansas 72204
(501) 664-0963
Betty Lou Hamlin

This after school program provides 12 to 18 year olds with substance abuse, academic and disciplinary problems with comprehensive educational programs, including tutoring, health care education, exposure to the arts and athletic activities. Located in a crime-ridden neighborhood, the Little Rock center offers kids an around-the-clock safe haven. Staffers locate community service jobs for kids and also provide job training (a group of kids started and maintained their own community recycling business). Each youngster is provided a hot meal donated by a local hospital, often the only of the day. Cornerstone provides transportation to the center and back home. Incentives (such as weekend trips and credit for house retail store purchases) are provided for behavior improvements. Seventeen full-time paid employees staff two sites -- in Little Rock and Pine Bluff -- with the help of over 150 volunteers (many from the Little Rock Junior League). Annual budget: $650,000.

## Trail Blazers

272 7th Avenue
New York, New York 10001
(212) 691-2720
Gretchen Young, Senior Development Associate

Trail Blazers recruits troubled inner city youth (often victims of mental, sexual or physical abuse) for a three week rustic camping experience in rural New Jersey. Kids accepted into the program must make a three-year commitment -- three summer camp sessions, along with weekend outings. At the camp, kids make their own meals and build their own shelters. Campers are provided with professional mentors and leadership training, which emphasizes community service. The group has recently launched a satellite program targeting kids with "one foot in jail" – those with numerous contacts with the juvenile justice system for whom participation in the camping program serves as an alternative to a juvenile facility. Trail Blazers serves approximately 200 kids per year and employs eight full-time staffers. During summer camping sessions the full-time staff increases to 60. Annual budget: $700,000.

## Hudson Guild

441 West 26th Street
New York, New York 10001
(212) 268-9983
Lori Bezahler, Director of Development

This community center provides services to its immediate locale, a predominantly low-income neighborhood (the Guild estimates that 70% of the families with children in the area earn less than $20,000 a year) which is home to two large housing projects. According to city studies, the surrounding community has the greatest concentration of AIDS cases in New York City and has seen a marked rise in teen-on-teen violence in recent years. Operating from three sites, the Guild has a game room and gym which are open to youth into the late evening and on weekends. It offers tutoring programs and English-as-a-second-language classes, as well as job training and referral, and video workshops to give teens a forum for giving voice to community issues that concern them. Also, a teen leadership group meets weekly to develop projects in coordination with other youth groups in the community. The Guild employs 105 full-time and 139 part-time and seasonal staff. Annual budget: $4.5 million.

## OUTREACH

1010 Iowa Street
Sioux City, Iowa
(712) 279-6816
Pete Hathaway, Director

This program was recently established at a middle school when counselors and teachers noticed that the school's different ethnic groups (African American, Hispanic, Asian, White, Native American) began segregating into gangs. It is three-tiered: multi-racial after-school basketball teams; all-day availability of program staffers to serve as role models and to respond to problems or crises; and a summer vocational program in which at-risk kids are paid a stipend (about $1500) to attend job training classes and recreational programs. The program initially targeted 50 troubled students with the goal of keeping 50% in the program after a year. One year later, 80% of the kids were still signed up. Currently, three staff members work at the program. Annual budget: $214,000.

## Dover Boys & Girls Club

375 Simon Circle
Dover, Delaware 19901
(302) 678-5182
Daniel Cox, Director

The Dover Club, one of seven throughout Delaware, serves some 300 six-to-18-year-olds each year with a wide array of educational, vocational, social and athletic activities. All children who join are tested to determine their educational levels; special tutoring programs help kids who have fallen behind, and educational computer games teach Club members math and reading comprehension skills. School work is then followed by sporting activities, arts and crafts or recreation room games. Kids who get good grades have their pictures posted in the Club and are awarded with an activity of their choice (like a pizza dinner or slumber party). During the day, the Club serves as an alternative school for kids who aren't succeeding in traditional schools, and also serves as a sentencing alternative for small-time offenders (who, for instance, keep the Club clean and participate in special education classes). Two full-time and six part-time staff are assisted by 48 active volunteers. Annual budget: $120,000.

## Hartford Street Youth Project

15 Ely Street
Hartford, Connecticut 06103
(203) 728-0117
Galo Rodriguez
Dixon Vega

The Youth Project aims to provide structured, positive after-school and weekend activities for at-risk or adjudicated children referred by the courts, schools and police department. In the afternoons, kids must first tackle their homework; those in need of extra help are referred to a tutorial program across the street. After homework, the kids may participate in any number of activities, including ceramics, photography, pool, and fuse ball. Field trips to museums, movies and roller skating rinks are also regular agenda items. A violence prevention group -- mostly attended by children on probation -- meets weekly for two hours; the kids talk about anger and conflict resolution, and counselors teach avoidance skills -- side-stepping conflicts, changing the subject, or walking away. Counselors also try to show the children how to see the "red lights" of their anger and frustration, and how to stop, think, and respond rationally rather than resorting to violence. In the Hero Program,

kids talk about values, sex, parents, peer relationships and role models for two hours a week for about three months.

The Project also monitors children on probation, including school progress, curfews and drug tests. It provides one-on-one counseling for children at risk for gang recruitment and gang members trying to break away, and also intervenes in confrontations between rival gangs. The Project is staffed by three full-time and four part-time employees, and two volunteers. Annual budget: $180,000.

## City Streets Teen Program

2705 North 15th Avenue
Phoenix Park Recreation and Library Department
Phoenix, Arizona 85007
(602) 262-7837
Raul Daniels, Recreation Co-ordinator
Cynthia Peters, Administrator

This program attracts troubled teens to its center with non-traditional recreational programs -- concerts, hip-hop, D.J. and fashion shows -- and then provides them with counseling and support services once the main event is over. Adults who themselves were at-risk juveniles work to steer these kids away from dead-end futures. City Streets is currently videotaping its first teen cable program, shot in MTV-style format, and consisting of three segments: a preview of upcoming teen programs in the park department; a peer group discussion of current teen issues, such as pregnancy and violence; and reviews by teen reporters of previous programs (concerts, dances, plays). The kids, who have been trained at a local television station, produce the program in its entirety -- writing the scripts, shooting the footage, editing the film. Local cable stations provide the studios and equipment. The show is also aired in Spanish. City Streets' programs are often the brainchilds of the program's youth advisory board.

In tandem with the Girl Scouts, City Streets also bought a mobile recreational center which travels throughout the city to give kids who wouldn't otherwise have access to a facility the chance to play pool, fuse ball, and portable basketball. The unit is also equipped with a sophisticated stereo system. When it rolls into a neighborhood, the music of the day is blasted through the system, and the kids descend. The unit reaches about 10,000 kids monthly. City Streets has sponsored a summer basketball camp with the Phoenix Suns on board. It is currently seeking funding for a counselor to travel with the unit. The program also sponsors a reading competition, awarding the teen who has completed the most books.

Phoenix recently instituted an 11 p.m. curfew for juveniles. City Streets thus has replaced its late night recreation program with a curfew partnership with police, who pick up violators, drop them off at the recreation center and then contact their parents. The program is seeking additional funding in order to provide these kids with counseling. Phoenix is staffed by eight full-time employees and five volunteers. Annual budget: $255,000.

## Seaford Collaboration for Youth

122 Townsend Hall
Newark, Delaware 19717-1303
(302) 831-2509
Joy Sparks, State 4-H Program Coordinator

This program targets high-risk five-to-19-year-olds and their families at five sites: two public housing complexes, a trailer park, a limited resource community, and a middle school. Children meet with program coordinators once a week for two hours of educational/preventional activities, such as health awareness or nutrition seminars (learning CPR, first aid, basic food preparation), drug or alcohol awareness programs (this year, the children are designing alcohol awareness placemats that will be used in local restaurants) and various community activities (such as community landscaping and making Christmas stockings for the city's Adopt-A-Family program). All activities are designed to help develop self-esteem, communication skills, trust and positive ways to spend free time, modeled after 4-H curriculum and programs. Counselors at the middle school program report that 75% of active participants demonstrate consistent school attendance, improved behavior, positive attitudes, and increased academic achievement. A summer camp -- which is held at a different site every day -- is offered to all participants. The program also sponsors bi-weekly parent support groups, which help teach parenting skills, build self-esteem and link parents with needed social services. (Program workers walk door-to-door to recruit needy parents.) Two full time employees are assisted by 25 to 30 volunteers, serving about 235 children a year. Annual budget: $130,000.

## Make It Happen

313 East 10th Street
Jacksonville, Florida 32206
(904) 791-9719
Ed Brown, Assistant Executive Director

This Boys & Girls Club program targets kids who have misbehaved or failed in school, have committed non-felony offenses, are frequently truant or who are abused or neglected, and provides them with in-depth counseling and continued contact with positive peer groups. Staff recruit Club members in high-crime areas, providing transportation to clubs, and also identify "wanna be" gang members who have been taken into custody by the juvenile court system. Kids are provided with peer counseling (often by those who have successfully completed the program), recreation activities and counseling. Their grades and school attendance records are tracked until a year after they leave the program.

The club also aims to focus on each youth's particular needs. Most, for instance, are worried about getting jobs. "Make it Happen" helped 35 of 40 such kids find jobs last year; 25 are still working a year later.

Where club participation acts as a sentencing alternative for adjudicated youth, the club provides a very structured environment: youth must be there four hours a day (only two are credited toward the sentence) and must participate in one-on-one counseling, job placement programs, field trips to prisons, and recreation programs. Parents are required to attend family counseling sessions once a week. "Make it Happen" is staffed by seven to nine paid employees plus 20-25 volunteers per day at 11 sites. Annual budget: $1.2 million.

## Bright Future Project

37 West Fairway
Memphis, Tennessee 38109
(901) 789-4123
Henry Hargrow

This after-school program provides daily tutoring for between 15 to 60 kids living in a Memphis housing project. Four Apple computers are available, as are cultural activities -- such as readings of African American poetry by LeMoyne Owen College students -- to help build self-esteem. Local college

students volunteer to tutor and talk with kids about gangs and drugs. The program's staff consists of six employees, including five volunteers per day from local housing projects. Annual budget: $23,000.

## The Sasha Bruce Youthwork

1022 Maryland Avenue, N.E.
Washington, D.C. 20002
(202) 675-9340
Deborah Shore, Executive Director

Sasha Bruce operates four residential facilities for at-risk kids, including the only emergency shelter in the city for homeless and runaway youth, two long-term residential care facilities for chronically homeless 16-to-18-year-olds (who are required to be enrolled in school, work part-time, contribute to their rent, and save a portion of their income), and a home for teenage mothers. Sasha Bruce helps older adolescents find apartments and roommates, and offers start-up financial assistance. Once a young person is stabilized in a job and home, aftercare counseling is provided. Sasha Bruce additionally offers a range of services to troubled kids, including individual and family counseling, tutoring, life skills development, legal and medical advocacy, drug and AIDS prevention activities, and intensive, home-based family services. Sasha Bruce reports that 95% of its residents attain a stable home life (75% returning home and 20% to alternative placements such as foster care). More than 80% of those in longer-term residential programs become self-sufficient, the program also reports. Sasha Bruce employs over 40 counselors with the help of 100 volunteers. Annual budget: $2.54 million.

## Rising Stars Youth Steel Orchestra

Territorial Court of the U.S. Virgin Islands
Post Office Box 7603
Barbel Plaza South
St. Thomas, Virgin Islands 00801
(809) 774-7674
Mr. Hodge

After a 1982 study reported that 85% of the crime on the Virgin Islands was committed by school drop-outs, this steel band was formed to help keep at-risk kids in school. Members must sign a contract along with their parents,

pledging to complete their homework before band practice, remain drug and alcohol free, and attend tutoring sessions in the courtrooms at night. The program accepts about 150 ten to 18 year olds each school year; many more applicants are turned away. Last year, the band cut a record, the proceeds from which financed a performance trip to Taiwan; this year's sites are set on Japan. Ten instructors and one chief instructor teach the students the ways of the steel drums and also act as counselors, tutors and mentors. Annual budget: $300,000.

## Omega

Post Office Box 84463
San Francisco, California 94118-4463
(415) 346-1183
Joseph Marshall

Omega targets 12-to-25-year-olds with four services, and reaches 300-400 kids each year. The academic preparation and assistance program helps kids academically and financially for college; in its seven years, it has provided $250,000 in scholarships to help put over 100 kids through college. The employment training and entrepreneurship program provides keyboard and computer training for non-college bound youth, and also provides job placement services. In the peer counseling program, contemporaries counsel incarcerated youth to help them stay out of trouble upon release. For two years, Omega has run a violence call-in radio show, which offers advice to youth on issues such as gangs, drugs and violence; the program reaches about 50,000 listeners a week. Six full-time paid employees and one volunteer staff the program. Annual budget: $450,000.

## Brownsville Community Neighborhood Action Center

1757 Union Street
Brooklyn, New York 11213
(718) 221-0010
Wilma Carthan, Executive Director

This program targets juveniles who have dropped out of school or who are faltering badly. It assesses each child's academic and job readiness, and channels him or her into one of the Center's many programs, including: linking 14-to-17-year-old gang members with the private sector through field

visits, speakers and vocational placement, as well as classroom and counseling programs; education and job training for economically disadvantaged kids who read at or below the fifth grade level; job training and placement for kids in school; and aggression replacement training, which teaches kids how to deal with anger (they keep a diary to chart and analyze their progress), resolve conflicts and reason morally. The Center -- which reaches 105 kids, not including those in tutoring or counseling services -- is staffed by 30 employees and 20 volunteers. Annual budget: $391,000.

## Junior Citizens Corp. (JCC)

2622 Georgia Avenue, N.W.
Washington, D.C. 20001
(202) 328-6316
Dr. Vera Jackson, Executive Director

JCC identifies juveniles who are either at risk or have already been in trouble with the law, and aims to provide them with positive alternatives to their otherwise destructive pursuits. The program offers a number of services, including: group social rehabilitation (to help gang members choose alternative lifestyles, and to provide leadership development and recreational activities for other troubled kids); social services (including teen pregnancy and substance abuse programs, as well as an after school program for latchkey kids); remedial education (offering academic tutoring, higher education counseling and placement, and job readiness training). JCC is an aggressive recruiter: workers travel to crack houses, gang hangouts and other crime-ridden areas in search of clients. The program also provides counseling for the parents of its target juveniles. JCC has three full-time and four part-time staffers and a cadre of 187 volunteers. Annual budget: $200,000.

## Aunt Martha's Youth Services

4343 Lincoln Highway
Suite 340
Matteson, Illinois 60443
(708) 747-2701

Gordon Johnson, Director of Public Relations

Aunt Martha's is a multi-service organization which provides a network of 48 programs, including: placing juvenile wards of the state in foster care, private homes, emergency shelters and groups homes; counseling and outreach for families in crisis; and diversionary programs for kids identified by schools or the courts as at-risk. The Youth Participation Unit includes a theater troupe that meets twice a week and performs in schools, churches and synagogues; performances involve role-playing lessons in violence, sex and drugs. Aunt Martha's includes youths on its Board and involves the kids themselves in designing projects. Aunt Martha's operates with 360 full time staff and over 300 volunteers in nine offices. Annual budget: $9 million.

## Midtown Youth Academy

2206 14th Street, N.W.
Washington, D.C.
(202) 483-3711
Eugene Hughes

This entirely volunteer-run youth center provides after school activities for youth aged 6 to 22 such as basketball and boxing, tutoring in English and math, and classes in computers, self-esteem and teen pregnancy prevention. The center operates in two shifts: from 4:30 to 8:30 p.m. for younger kids and from 5 to 10 p.m. for teens. The Academy's founder, Eugene Hughes, was one of 14 kids whose father was a drug addict. With the help of a mentor (a boxer who showed the young Hughes the way around a ring) and others, he ultimately graduated from college and returned to the community in an attempt to "give something back." Its staff consists of eight volunteers. Annual budget: approximately $42,000.

## The Midnight Basketball League, Inc.

1980 Mountain Boulevard, Suite 214
Oakland, California 94611
(510) 339-1272
Stan Herbert, National Director

"Midnight Basketball," this group's slogan declares, "is more than just recreation." While basketball is the bait, personal development (through workshops and educational programs) is the goal. The league is open to 17-to-25-year-olds, and games are held three times a week in the summer from 10 p.m. to 2 a.m. Coaches ensure that the talent is spread around to all teams, and that each player gets on the court. The aim: to teach tolerance and provide an opportunity to learn from peers. Each game day, players must attend a one-hour workshop on subjects such as health awareness, AIDS, resume writing, job interview tips and life skills. Since 1985, Midnight Basketball League programs have come to 44 cities throughout the U.S. and Puerto Rico.

## Cambodian Family Youth Program

1111 East Wakeham -- Suite E
Santa Ana, California 92705
(714) 571-1966
Dawn Toyama, Family Services Coordinator

This program targets Cambodian youth ages 6 to 18 who, among other problems, may be particularly aggressive, truant, drug users, lacking parental supervision or whose parents are themselves criminals, or display other school or family problems. Kids come to a community center at least five hours a week: three are spent learning the Cambodian language, and two on life skills, such as decision making, conflict resolution, goal setting and career counseling. Cambodian dance is also taught. Especially high-risk kids are channelled into the "high-rap" program. There, they work in a special computer lab two hours a week, undergo a community service project once a week, participate in individual and family counseling, and receive tutoring. Their parents also come in for a counseling session by themselves. The center is staffed by seven full-time and one part-time employee and 20 volunteers, serving around 120 kids a year. Annual budget: $72,800.

## The Children's Cabinet

1090 South Rock Boulevard
Reno, Nevada 89503
(702) 785-4000
Sarah Longacre

Key public officials and prominent Reno business leaders have formed a high-profile "cabinet" to address the needs of at-risk children. The cabinet works to improve the delivery of community services to vulnerable families, and also sponsors innovative pilot projects, including those aimed at preventing truancy, keeping children in school, helping homeless youth, and providing in-home intervention services to families whose children are prime candidates for out-of-home placement. The Cabinet also recruits volunteers who take children on wilderness experiences, tutor kids who are falling behind, and provide clothing for low-income children and their families. The Cabinet is staffed by 29 full-time and three part-time employees, and over 150 volunteers. Annual budget: $2.6 million.

## Reaching Out to Chelsea Adolescents (ROCA)

144-148 Washington Avenue
Chelsea, Massachusetts 02150
(617) 889-5210
Molly Baldwin, Director

ROCA runs two multi-cultural youth development programs in Revere (established in response to an outbreak of Cambodian gang violence) and Chelsea, Massachusetts. Through its Activities/Arts and Resource Centers, ROCA offers interdisciplinary arts and recreation activities (such as Afro/Puerto Rican hip hop dance, theater, and Cambodian and folklore dance), health, educational, vocational and street outreach programs. As part of its jobs program, youth operate a graffiti-removal business. ROCA provides extensive follow-up with its clients, who check in with counselors at least once a week. The program intensively services 1,000 troubled youngsters, and 3,500 others through its education and outreach classes. It has eleven full-time and nine part-time employees, and 15-20 volunteers. Annual budget: $1 million.

## D.C. Youth Ensemble, Inc.

3500 R Street, N.W.
Washington, D.C. 20001
(202) 393-3293
Carol W. Foster, Executive/Artistic Director

This performing arts company offers voice and drama lessons and performance experience for youth aged three through young adult. Its mission: to develop character through the arts and to provide an alternative to drugs and crime. The Ensemble (which also operates a children's theater company, a seniors' workshop, and a male progressive workshop) presents between 25 to 30 performances a year, several in the city's most prestigious theaters. The Ensemble recruits at local schools in Wards 5-8 in Washington's Northeast-Southeast corridor. Two full-time administrative employees and ten to 20 faculty and consultants staff the Ensemble. Annual budget: $100,000.

## Boys & Girls Clubs of America

1230 West Peachtree Street, N.W.
Atlanta, Georgia 30309-3494
1-800-854-CLUB/ (404) 527-7100 (Local Atlanta #)
Art Allen, Vice-President of Program and Staff Development

Nationwide, the Boys & Girls Clubs runs 1,566 clubs, including 251 in public housing complexes, serving some two million kids a year. With an eye on needy youth, the Clubs offer 25 programs to teach life skills. Through its "Bo Knows Challenge," kids learn geography and have the chance to compete in a "quiz bowl contest" for prizes. The "Power Hour!" program teaches kids how to do their homework and provides tutoring and other educational programs. "Broader Horizons" exposes kids to careers and broadens their horizons through trips and tours. "One with One" is a career mentoring program which matches club members with corporate board members and other professionals.

"SMART Moves" is an award-winning drug and sex education/prevention program in which professional and older club members teach youngsters about the hazards of drugs and sexuality and how to resist peer pressure. Evaluations have shown that alcohol, drug use and drug-related crime have fallen in areas served by "Smart Moves" programs. "Keystone Clubs" is a teen leadership program, in which officeholders are elected to plan activities

and community service projects. The Clubs aim to bring these and other programs into public housing projects, to youth at-risk for delinquency and gang involvement, to kids in isolated rural areas and on Indian reservations, and to homeless youth.

## Boy Scouts of America

National Capital Area Council
9190 Wisconsin Avenue
Bethesda, Maryland 20814-3897
(301) 530-9360
Steve Montgomery, Associate Scout Executive

Among its many activities, the Boy Scouts has developed a "Learning for Life" lesson plan which aims to help schools help children develop confidence, motivation and self-esteem. Teachers or Boy Scout representatives use hands-on classroom activities such as role-playing, small group discussions, and moral dilemma exercises, often with the aid of community mentors and role models. The Scouts has also developed a number of programs for young men in public housing projects -- to get them involved in scouting rather than gangs. Often, Scout representatives go door to door to recruit prospective scouts, offering to pay transportation and activity fees. In addition to routine scouting activities, such as field and camping trips, Scout leaders and mentors advise the boys about grades, career plans, drugs, gangs and teen pregnancy.

## Girl Scout Council of the National Capital

2233 Wisconsin Avenue, N.W.
Washington, D.C. 20007
(202) 337-4300
Sandra Jordan, Director of PR and Marketing

Scout leaders, who act as role models for young girls, provide guidance and support on such issues as substance abuse, child abuse, youth suicide, family crises and literacy. The "Staying Safe" program teaches girls how to protect themselves from physical and sexual abuse, and emotional maltreatment and neglect. "Reaching Out" provides girls with tips and activities on how to develop self-worth and how to face the stresses and pressures of today's world. Conflict and anger management workshops are also available, teaching techniques on how to defuse explosive situations.

## Lansing Housing Computer Learning Center

Lansing Housing Commission
310 Seymour Avenue
Lansing, Michigan 48933
(517) 487-6550
Chris Stuchell, Executive Director

This program provides computer-related educational activities to youngsters in Lansing's three public housing complexes. Each complex has a staffed computer lab which is open after-school, weekends and during the summer. The kids play educational computer games which tie in with the subjects they're studying in school, and the program director meets with the kids' teachers to monitor their progress. The director reports that since the labs were instituted four years ago, crime has dropped 60% in the projects. Courts have also sentenced minor offenders to serve their sentences in the computer centers. The program employs seven. Annual budget: $80,000.

## The Washington, D.C. Youth Orchestra

Post Office Box 56198
Brightwood Station
Washington, D.C. 20011
(202) 723-1612
Lyn McLain, Director/Conductor

This program provides musical training for young people aged five through 18 (almost half from low-income families) who spend several hours per week in lessons during non-school hours. The Orchestra aims to provide inner-city youth with the chance to learn such values as persistence, hard work, patience, teamwork and self-reliance. Six full time staff members are aided by 35 part-time professional musicians from the Kennedy Center and military service bands. Annual budget: $600,000.

## The Algebra Project

99 Bishop Allen Drive
Cambridge, Massachusetts 02139
(617) 491-0200
Ben Moynihan

The Algebra Project is a nationwide program that teaches algebra to at-risk children in order to help prepare them for the competitive, mathematics-based job market of the future. The national office develops the curriculum, provides teacher training and offers on-going assistance to each of the 110 participating schools throughout 29 communities across the country. Each site runs its own program, bringing together the teachers, administrators, community development organizations and parents needed to implement the curriculum. To date, the program reaches 45,000 middle school students each year. The program employs seven staff members in addition to those at each site. Annual budget: not available.

## Gang Resource Intervention Program (GRIT)

Multnomah County Juvenile Justice Division
Community and Court Services
1401 NE 68th Street
Portland, Oregon 97213
(503) 248-3748
Jimmy Brown, Supervisor

GRIT has two purposes: to work with parents and adjudicated youth on probation to keep them out of gangs, and to expand the community's capacity to prevent gang membership. The program provides anger management, conflict resolution and drug and alcohol awareness sessions for ten to 19 year olds, and gives their moms and dads parenting training to help place them back in control over their children. Its ten to twelve week Weapons and Violence Reduction Program begins with a graphic video depiction of guns and the violence that is often not far behind. Transportation and child care is provided while the parents attend with their older kids. After the presentation, parents and kids are split up into separate groups for feedback sessions where they discuss the causes of violence, including violence in the home. The following week marks the start of the juvenile's program on violence, alcohol and drugs, where each is personally assessed and assigned a case manager and individualized counseling plan. GRIT also works with teachers and community

organizations to raise gang awareness among those who work with kids. It helps law enforcement recognize gang culture, the gang mind set, and the gang pecking order. The program employs ten paid staff members assisted by 25 volunteers. Annual budget: $917,000.

## Project Outreach

Lawrence Boys & Girls Clubs
138 Water Street
Lawrence, Massachusetts 01841
(508) 683-2747
John Menzie, Director

Peer leaders (usually popular students such as sports team captains) challenge gang members aged 15 and younger to basketball games in the local high schools. The point is to involve gang members and gang "wanna bes" in positive activities, and to award positive behavior. Project Outreach staffers also spend large amounts of time with the kids, picking them up for school in the morning, talking about school and grades, tutoring, tracking their progress and helping them develop self-esteem. Project Outreach also offers a special program where kids live on the Merrimack College campus for a week to attend classes in the day and to play basketball and other sports in the evening. Business and professional leaders come speak to the kids about their futures. The programs' staff consists of two full-time and 15 part-time employees assisted by 100 volunteers. Annual budget: $30,000.

## Girls 2 Women

YWCA
322 East 300 South
Salt Lake City, Utah 84111
(801) 355-2804
Dr. Jane Edwards

This year round, after-school program serves at-risk girls in the fifth through eighth grades referred by teachers, counselors and principals. Groups meet twice a week for about three hours to discuss a wide range of topics, including sexual activity, relationships, physical abuse and prejudices. Facilitators aim to improve self-esteem, link the girls to social services, steer them in the right educational and career direction, and help teach them the

value of giving back to the community. Structured, planned activities include community service projects (working at the YWCA battered women's shelter and a local nursing home) field trips (into the mountains, roller skating rinks, the University of Utah), gust speakers (such as women professionals), and cultural and ethnic activities (including cooking and Native American dancing). The program services 220 girls a year with a staff of 1 full-time and 15 part-time employees. Annual budget: $72,000.

## Gang Intervention Program (GIP)

Boys & Girls Club, Robert Taylor Homes Unit
5120 South Federal
Chicago, Illinois 60609
(312) 924-6160
Judd Johnson, Senior Club Director

GIP aims to keep gang members and at-risk youth occupied at night in club meetings, recreational activities and community service. Located in the heart of a public housing project, the club provides educational sessions, tutoring, conflict resolution, rap sessions and recreational activities including basketball and pool. GIP employs nine staff members and 15-20 volunteers. Annual budget: $13,200.

## Save our Sons and Daughters (SOSAD)

2441 West Grand Boulevard
Detroit, Michigan 48208
(313) 361-5200
Clementine Barfield, Director

SOSAD was established in 1987 by Clementine Barfield after her two teenage sons were shot because one talked to another boy's girlfriend. The group sponsors activities to "teach peace" as an alternative to violence in resolving conflicts. Crisis response teams go into schools hit by gun violence to "debrief" teachers and train them to help students resist the urge to respond with stepped-up violence. The group also establishes gun, drug, and violence free zones throughout the community by meeting door-to-door with neighbors about local incidents of violence. In elementary school, children create a "peace chain" -- a connection of drawings about the kids' vision of peace -- which is then hung around the school and marked by a celebration.

SOSAD also sponsors "peace parties" at churches and community centers at which kids have dinner, play basketball, dance, and listen to a multi-cultural speaker whose focus is in resolving conflict without violence. SOSAD employs six full-time staff, and works with approximately 60 volunteers, many the family survivors of homicide victims. Annual budget: $300,000.

## Teens as Community Resources (TCR)

100 Massachusetts Avenue
Boston, Massachusetts 02115
(617) 266-2788
Maura Wolf, Executive Director

TCR works with a diverse group of teens from all Boston public schools. Through the program, the youth write and edit a teen magazine (which aims to educate peers about AIDS, violence and drug and alcohol abuse), and stage talent shows and art exhibits. TCR also sponsors a program at a Puerto Rican housing development to help teens develop a positive self-image, and stages talent shows in middle schools for at-risk girls. Since its inception in 1986, TCR has funded more than 150 teen organized programs and awarded $250,000 in small grants to support projects. The program's staff consists of two full-time and seven part-time employees. Annual budget: $225,000.

## Stormin's Classic

1201 Apple Street
Wilmington, Delaware 19801
(302) 655-3099
Councilmember Norman Oliver, President

This award-winning summer basketball league, founded by Norm "Stormin' Normin" Oliver when he was a college freshman, aims to promote academic excellence in conjunction with athletic fun and achievement. League games are held four days a week, and players (whose equipment and uniforms are provided free of charge) are required to participate in supervised study sessions once a week. Tutoring in math, computer science, reading comprehension, writing and S.A.T. preparation are offered. Players who miss one study session also must miss one game; players who miss three are kicked off the team. Also, each team must perform a community service

project, such as working at a homeless shelter, retirement home or drug rehabilitation center. This year, Stormin's Classic is working with the Chamber of Commerce to institute a summer employment program, in which children are given paid internships by professional organizations such as law firms, banks and architectural firms. Stormin's also sponsors a scholarship program, underwritten by fund-raising efforts. The program is run by 70 volunteers. Annual budget: $20,000.

## Mi Casa ("My House")

582 Park Street
Hartford, Connecticut 06106
(203) 522-5222
Jorge Rivera, Director

There are three components to this program, which serves children and their families in the south end section of Hartford: intervention, prevention, and family support. In the first, adjudicated 11-to-16-year-olds must work with Mi Casa as part of their probationary sentence. After assessing each child, staff develop a treatment plan and then coordinate the delivery of social service agencies, psychologists, lawyers and doctors. They also visit the child's family monthly and track his or her school progress and make sure all doctor and counselor appointments are kept. The prevention programs (open both to adjudicated and non-adjudicated youth) include weekly youth support groups, alcohol, drug and pregnancy prevention classes, as well as leadership development seminars.

In the leadership classes, youth are taught how to conduct their own prevention meetings and how to sponsor their own community projects, such as neighborhood clean-up campaigns and efforts to teach others about the dangers of drug and alcohol abuse. The youth leadership groups are currently working with the police department to develop strategies to encourage people to come forward after witnessing crimes. During the day when the children are in school, Mi Casa runs programs for parents, including English as a second language and G.E.D. preparation classes, parent support groups (where psychologists facilitate discussions and teach parenting skills) and aerobics, arts and crafts. Mi Casa is staffed by five full-time employees and 18 volunteers. Annual budget: $120,000.

## National Association of Teen Institutes (NATI)

100 Billingsley Road
Charlotte, North Carolina 28211
(704) 376-7447
John King, Executive Director of the Charlotte Council on Alcoholism and Chemical Dependency

Each of the 54 Teen Institute programs in 30 states is unique, but all aim to develop leadership skills in teens in order that they can become crime and drug prevention advocates among their peers. Fifteen to seventeen year olds who have demonstrated leadership qualities are taken to camps, college campuses or other retreats for three to six days. There, they are taught how to implement anti-crime and drug projects in their schools, as well as projects on such topics as healthy personal and family relationships, school success, and self-esteem and awareness.

## Community Education Program

City of Tempe Social Services
3500 South Rural Road, 2nd Floor
Tempe, Arizona 85282
(602) 350-5400
Tom Canasi, Social Services Manager

School-based psycho-education (geared toward self-esteem, communication skills and psychological insight) for at-risk kids is the focus of this program. Among its services: life-skills groups, in which clinically trained counselors meet with groups of eight kids once a week for eight weeks; the sessions focus on developing conflict resolution and decision-making skills, a positive self-image, expressing emotion, goal-setting and fighting drug abuse. In the Leadership Training program, at-risk kids are taken out of school for the better part of one school day for sessions aimed at developing self-esteem and the ability to resist peer pressure; the day's activities include a computer game called SIM-City (simulated city), in which small groups of children work together to create a city, balancing the commercial, residential, and other interests. In the Mock Trial program, seventh and eighth graders (with the help of a local police officer) recreate an actual court trial of a substance abuser. After the trial, each member of the classroom jury delivers his or her sentence for the offender(s). The program employees two full-time and six part-time staffers. Annual budget: $50-80,000.

## Living Stage Theater Company

Arena Stage
Sixth and Main Avenue, S.W.
Washington, D.C. 20024
(202) 554-9066
Vanessa Eaton, Managing Director

Using improvisational theater techniques, this theater company aims to help teach inner-city kids how to resolve conflicts. The idea: if the kids can learn to use their imaginations to resolve conflicts on stage, they can do the same out on the streets. Under the guidance of the theater troupe, once a week, participants act out scenes which escalate to the point of conflict; at that point, the scene is frozen and members of the audience suggest a fitting resolution. The company is comprised of six actors and six production and administrative staff. Annual budget: $650,000.

## Rites of Passage

404 17th Street, S.E.
Cedar Rapids, Iowa 52403
(319) 366-1408
Bill Hood

At the community social service center, young African American boys aged 13 to 15 meet every day from 3 to 6 p.m. in classes which address spirituality, critical thinking, and respect for others and nature. The curriculum aims to instill pride in their heritage, both ancient and local. Tutors help with school work, mentors with interpersonal skills. The program is staffed by one full-time employee and ten volunteers, and reaches around 20 kids a year. Annual budget: $40,000.

## Glendale Community Neighborhood Project

79 Van Buren Avenue
Salt Lake City, Utah 84104
(801) 973-4942
Colleen Minson

This program targets high risk kids between the sixth and ninth grade and also a high risk community of 20,000 residents. Working with churches, schools, law enforcement and social services, program staff train 500 to 600 block leaders to hold neighborhood block meetings; leaders are taught about building consensus, resolving conflicts, substance abuse prevention, and family violence. Parents are encouraged to form support groups and taught parenting skills. Family activities and service projects are also provided to help get neighborhoods acquainted. The other component of the program, run in cooperation with the Boys & Girls Club, provides needy children with once-a-week mentors from the community, tutoring and job shadowing (where a child "shadows" an adult on the job for a day). The Project also sponsors a 12-week summer program in which at-risk seventh graders become involved in Boys & Girls Club activities that aim to boost self-esteem and awareness. The program services some 600 children a year. It is staffed by two-part time employees. Annual budget: $43,000.

## Kids at Hope

2645 North 24th Street
Phoenix, Arizona 85008
(602) 954-8182
Rick Miller, President

Kids at Hope (in contrast to kids "at risk") targets troubled youth for after-school tutoring, cultural enrichment, health and physical education, and citizenship and leadership development programs. This Boys & Girls Club program focuses not on a child's problems, but on his or her positive traits and talents -- and aims to develop them. This program employs 66 full-time and 34 part-time staff members who are assisted by 700 volunteers. Annual budget: $2 million.

## The Albany Plan

Department of Human Resources
88 North Lake Avenue
Albany, New York 12206-2578
(518) 434-5204
Charles H. Shoudy, Commissioner

The Albany Plan provides ten employment and training services for the economically disadvantaged and at-risk populations of Albany. Among the programs: the Summer New Beginnings Program, a paid learning and work experience program for dropout-prone ninth graders, in which teams of students work on community service projects which integrate work and learning. For example, kids who are assigned to paint a room are not simply handed paint and brushes. Rather, they must calculate the square footage of the room and purchase their supplies accordingly. The Plan is run by 32 full-time staffers and 12 volunteers. Annual budget: $2.4 million.

## Bridge Over Troubled Waters, Inc.

47 West Street
Boston, Massachusetts 02111
(617) 423-9575
Jenny Price

This multi-service program serves runaways, homeless youth and others in high-risk situations. Staff go into areas where youth congregate, develop relationships, and offer them Bridge's open door. Among its services: medical and dental care; counseling to reconcile runaways with their families; placement in stable alternative living situations where reunification is not a viable option; long-term substance abuse counseling, personal counseling, and basic survival services. The program provides pregnant and parenting teens with education and support, encourages mothers to earn their GEDs, and sponsors career counseling, literacy courses and word processing training. Its residential component also offers affordable housing plus weekly group counseling, life skills training, and lessons in housekeeping. Kids are not placed in the program by authorities, but rather, initiate their own involvement. Bridge is staffed by 40 full-time employees and 225 volunteers. Annual budget: $1.8 million.

## Girls Incorporated

3301 Green Street
Claymont, Delaware 19703
(302) 798 8554
Bonnie Jones, Executive Director

Drawing on national research on such issues as alcohol and drug use, physical and sexual abuse, and teen pregnancy, this organization (affiliated with national Girls Inc.) provides programs to at-risk girls at four sites throughout Delaware. In collaboration with a variety of state agencies, it provides, among other services, day care, after school activities (tutoring, crafts, physical education, recreation) and one-on-one mentors. In its "Operation SMART" program, Girls Inc. works to keep girls interested and excelling in math and science. On a typical day, a nine-year old participant might be picked up at school by a Girls Inc. staffer and brought to an after-school program, where she would have a snack, get homework help and participate in a variety of activities, from environmental awareness programs (like a recycling drive) or the "Friendly PEERsuasion" program, which fosters alcohol and drug abuse awareness and education. Evening programs are tailored for older children. Girls Inc. also works with Wilmington Women in Business to provide girls with mentors, and also with job shadowing and career education programs. Girls Inc. is staffed by 50 full-time employees. Annual budget: $2 million.

## Kids Who Care

The Aletheia House
706 37th Street, South
Birmingham, Alabama 35222
(205) 252-4636
Gloria Buford, Program Director

One of Aletheia House's eight different prevention programs, "Kids Who Care" is a six-week summer camp for the children of Birmingham's 12 low-income housing projects. Fourteen to 17 year old residents are selected by community adults to supervise the younger campers (six to 13 year olds). These "team leaders" are trained in a week-long session on such matters as AIDS, conflict resolution and personal financing skills (such as how to keep a checking and savings account). One hundred twenty (120) team leaders are selected -- 10 from each complex -- and 40 campers attend every day. The camp is located in the projects themselves. Each week has its own theme, such as: "Kids Who Care About Their Community" (the kids hold

socials, pick up trash and make food baskets for the elderly); "Kids Who Care About The Environment" (entailing a trip to the zoo); "Kids Who Care About their Futures" (a local bank representative teaches the kids about personal financing). The camp sponsors a Camp Olympics organized by the team leaders and dances and picnics for the leaders. Though many team leaders come from rival gangs, the program director reports that there has never been a confrontation. The camp employs 14 counselors and 14 counselors' aids. Annual budget: $86,000.

## Graffiti Street

Post Office Box 5665
St. Thomas, Virgin Islands 00803
(809) 774-0100
Allie Petrus, Coordinator

Graffiti Street is a student-run television program which gives kids a forum to talk about issues on their minds without adult influence. The student volunteers who run the program make all major decisions regarding guests, topics, and production. Recent programs have focused on guns, juvenile delinquency and AIDS. Graffiti Streets has one part-time staffer and 35 student volunteers. Annual budget: $16,000.

## Gang Rescue and Support Project (GRASP)

701 South Logan -- Suite 109
Denver, Colorado 80209
(303) 777-3117
Dave Dawkins

In this program, former, present, and prospective gang members meet weekly to talk about the pressures that lead to gang involvement in a safe and supportive environment. GRASP members elect former gang leaders to serve as a core group of leaders. These leaders serve as mentors to members who are trying to wrestle control over their lives. Adult advisors offer emotional support and assist with job placement, education, and crisis intervention. GRASP recruits members through presentations to schools, businesses, and community groups. There, the core leaders talk about their previous gang experiences and about how and why they broke from their gangs. Five volunteers aid GRASP's one part-time staffer. Annual budget: $25,000.

## Safe Streets

934 Broadway
Tacoma, Washington 98402
(206) 272-6824
Priscilla Lisicich, Director

Safe Streets operates as a link between the 640,000 residents of Pierce County and local government social services and businesses -- to develop anti-drug, gang and crime strategies. For instance, the program has brought schools and health/drug treatment service agencies together to sponsor drug education seminars. It sponsors "Knock and Talk" projects, where counselors go door to door to offer families counseling and connect them with the appropriate support services. The program facilitates tutoring and mentoring programs, and links youth with employment services; it is also planning mini-latchkey programs to give kids a place to go after school. The 19 full time staff are supplemented by 3000 active volunteers. Annual budget: $1.2 million.

## Bonita Unified

115 West Allen Avenue
San Dimas, California 91773
(909) 394-9236
Yolanda Lopez-Head, Coordinator

Together with the local sheriff's department, Bonita targets 150 at-risk students (those with low attendance or behavioral problems) a year and provides special classes and counseling. The classes are often conduced by rehabilitated ex-gang members. A local probation officer coaches a Bonita track team, and takes the more troubled kids on "field trips" to jails as an early warning sign. Once a month, program staffers meet with the sheriff's department and community members as a Gang Task Force to identify gang influence and brainstorm on anti-gang strategies. The program is staffed by approximately 1050 employees. Annual budget: not available.

## The Blues City Cultural Center

Post Office Box 14059
Memphis, Tennessee 38114
(901) 525-3031
Deborah Glass-Frazier, General Manager

The Center provides approximately 10,000 young people a year the opportunity to create original works of art. It also sponsors a conflict resolution workshop -- "The Right Thing" -- in which actors create improvisational situations based upon real-life scenarios chosen by participants. As the action reaches a climactic point of conflict, participants are invited to suggest ways in which the conflict can be successfully resolved or altogether avoided in the future. The Center employs three permanent staff members and 30 to 60 part-time assistants. Annual budget: $224,000.

## UAW-Chrysler Training Center

The Joan Patterson Building
698 Old Baltimore Pike
Newark, Delaware 19702-1391
(302) 738-3051
Joan Patterson, Executive Co-Director
Bobby Clemente, National Training Centers Facilitator
Sam Lathem, UAW Region 8 Co-Director

One of eight regional centers throughout the country, this center works to prepare youth to become responsible citizens. Originally designed to retrain dislocated workers, it was fortunately never needed for its intended purpose. And rather than close it down, UAW Executive Co-Director Joan Patterson decided to transform the Center into a youth training program in 1988 -- and a partnership with local community centers was born. Today, the center provides tutoring, mentoring, computer classes, drug education seminars and a self-esteem curriculum for approximately 875 children throughout the school year. It also sponsors holiday parties, field trips, weekend retreats and a week-long summer camp in collaboration with the Delaware 4-H. The center works with children ages 5 to 18, and is additionally open in the evenings for tutoring and on the weekends for computer training classes. It operates with a full-time staff of seven. Annual budget: unavailable.

## Mobile Bay Area Partnership for Youth, Inc.

305 A Glenwood Street
Mobile, Alabama 36606
(205) 473-3673
Ann Rowe, Project Director

This resource center runs up to 17 day camps for six to eight weeks during the summer, serving about 1500 six to 18 year olds who come primarily from north Mobile, one of the poorest areas in the country. The camp gives the kids a chance to participate in sports, the arts and field trips around the southern Alabama region. Campers also receive academic tutoring as well as firearm safety lessons and drug and alcohol abuse awareness sessions. The Partnership also runs a public awareness campaign (via bumper stickers, billboards and local media blitzes) called "Kid with a Gun Call 911" -- which aims to curb the accidental deaths of kids who have access to guns, a tragedy that is on the rise in the area. Annual budget: $300,000 (it receives $4000 a month from a $2 donation check-off box on residents' utility bills).

## Project Help

Post Office Box 1051
Goldsboro, North Carolina 27530
(919) 735-0008
Darryl Woodard

Project Help (Helping Equip Little People) yearly serves 20 kids, aged six to ten, who have exhibited behaviors that make them at risk of entering the juvenile justice system. The program provides educational assistance through tutors, computer games, and academic contests, and provides recreational and cultural activities, including a sports league, baseball games, trips to local museums, plays, dances and other community events. All the kids are required either to work in a paid position outside the program or as a volunteer within. They also must participate in some form of community service on a regular basis. Project Help is staffed by one full-time employee and 20 volunteers. Annual budget: $45,000.

## Vecinos en Accion ("Neighbors In Action")

Dade County Department of Youth and Family Development
Children's Services Council
1701 North West 30th Street
Miami, Florida 33125
(305) 633-6481
Xavier Cortada, Director

The seeds of this program were sewn when Xavier Cortada held a rap session with kids in a local Little Havana church. The topic: their reactions to and anxieties about the 1992 Los Angeles riots. What began as an informal youth group has grown into a grass roots community movement -- "Neighbors in Action" -- in which neighbors get together to "take back" their communities. Among its first projects, "Neighbors" regained control over a local park that had been taken over by gangs and drug dealers; by convening weekly meetings there and increasing police presence, the park is now once again a family and community recreation area. "Neighbors" also works to hook families in need up with the appropriate social services -- food stamps, job listings, mental health services, alternative caretakers, drug counseling. "Neighbors" employs six paid staff assisted by 26 volunteers. The program is funded through the Annie E. Casey Foundation which has established a community based initiative in East Little Havana. Annual budget: $1.3 million.

## YWCA of New Castle County

Wilmington Center
233 King Street
Wilmington, Delaware 19801
(302) 658-7161
Ruth Sokolowski, Executive Director
Carol Scott, Center Director

In keeping with the YWCA's larger mission of fostering leadership and self-sufficiency among young girls, the New Castle County YWCA's "Diamonds Program" works with at-risk seventh and eighth graders at a local middle school. In collaboration with the Christina School District and Girls Incorporated, the program provides help to girls in math and science in the classroom and provides health, fitness and cultural programs at the Y's center. The YWCA's "Counselor in Training Program" works to develop leadership skills among 13-to-16-year-old boys and girls who are not yet old

enough for summer jobs and whose parents haven't scheduled alternative summer activities. Part of the Y's summer camp, the program aims to build leadership and peer/drug resistance skills. The YWCA also operates before and after-school programs -- games, sports, arts and crafts -- for children in kindergarten through the sixth grade, both at its community centers as well as in two local schools. Older children can sign up for a wide variety of classes, including swimming, ballet, and karate. The YWCA operates with approximately 75 full-time staff. Annual budget: $1.2 million.

# III.

# ABOUTFACE: REDUCING JUVENILE RECIDIVISM

Relatively few chronic young criminals commit the majority of juvenile crimes. And often, today's adult robbers and murderers were yesterdays petty thieves and schoolyard ruffians. For serious, repeat offenders, our message must be stern and our punishment swift and tough. But for the many other juvenile offenders, we must do all we can to see that their rap sheets stay short. The programs listed here aim to get young offenders back on track and reduce recidivism -- by providing them with counseling, treatment, education, job training, and other needed services, either in residential facilities or in day treatment programs.

## Florida Environmental Institute

Post Office Box 406
Venus, Florida 33960
(813) 465-6508
Phillip Adams, Executive Director

The Institute, also known as the "Last Chance Ranch" and set in the remote Florida Everglades, is an incarceration alternative for serious male offenders often prosecuted in the adult system; the Institute is their "last chance" to avoid incarceration in adult prison. A boy's stint with the program begins when he is dropped off two miles from the camp and met by a staffer. For two days, the two camp in the woods where the counselor teaches the boy the rules of the camp; during this "bonding experience," the boy, totally out of his generally urban element, is forced to learn to rely upon and trust someone else. The boys spend their mornings doing chores -- the Institute is a fully operative ranch -- and their afternoons attending classes. The regimen is strict: the boys are graded five times a day in six categories, such as attitude, appearance and punctuality. They are never -- not even during their sleep -- unattended.

Boys leave the ranch only when they are ready -- when they have, among other achievements, improved their grade level at least three years, secured a job with the help of a ranch counselor, and demonstrated to the professional staff that they are ready to reintegrate into society. Boys stay an average of a year and a half. Upon release, each boy receives intensive aftercare: a counselor visits his home at least four times a week for six months. They must meet strict curfew and job success requirements; any lapses land them back at the ranch. After the first six-month follow-up, the boys are periodically monitored for an additional three years. The ranch's staff of 25 serves 22 boys a year. Annual budget: $800,000.

## Southwest Key Day Treatment Program

3000 South IH-35, Suite #410
Austin, Texas 78704
(512) 462-2181
Holland Brown, Director of Development

Southwest Key participants (aged ten to 17) are either parolees or probationers referred by state or county juvenile justice agencies. The program operates on the assumption that offenders will respond better to treatment in a safe environment near their homes. Three separate programs

are offered, varying in intensity, depending on the needs of each particular youth. In the least restrictive program, the boy or girl attends two sessions a day, learning work-related and social skills. In the day treatment program, the youth live at home but spend nine to twelve highly-structured hours a day in the treatment center -- in a regimen that includes formal education, vocational training, recreation, behavior modification, counseling, and after hours intensive supervision. Finally, Southwest Key serves as a six-to-nine month residence for young men who have no family home or whose family situation makes in-home treatment ineffective.

The program draws the entire family into a youth's treatment: both the youth and his or her family sign a contract at the outset, giving the family a sense of responsibility for the child's success. According to a recent study of the Texas Youth Commission, Texas Key graduates had a 65% lower rate of recidivism than offenders in standard parole programs. Southwest Key also runs a 24-hour crisis hotline. It employs 220 paid staffers in 20 sites in Texas and Arizona. Staff members are all recent college graduates who only serve for two years -- to ensure that counselors are young and easy to relate to. Annual budget: $5.5 to 6 million.

## Woodside Juvenile Rehabilitation Center Residential Treatment Program

26 Woodside Drive East
Colchester, Vermont 05446
(802) 655-4990
Steve Coulman, Program Coordinator

This residential program for 14-to-17-year-old male offenders (either violent or repeat non-violent) provides intensive treatment and stresses responsible thinking and behavior. During the first four to six weeks, the boys are evaluated to determine their psychological and mental status. Based on this assessment, counselors draw up an individualized treatment program. An average day at the center begins with chores before breakfast and post-breakfast meetings to set goals for the day. Academic classes fill up the bulk of the day; after dinner, the boys attend therapy sessions, both group and individual. In the evening sessions, counselors review the boys' diaries, where they record their thoughts and reflections. The boys progress through the various phases of the program, with most graduating after 18 months. The Center looks at the boys' track records after they leave, and reports that one year after graduation, 60% are crime-free. The program serves about 25 boys a year. It is run by 30 full-time staffers and six volunteers. Annual budget: $1.5 million.

## Weapons Awareness Program

Department of Juvenile Justice
Spartanburg County Judicial Center
180 Magnolia Street
Spartanburg, South Carolina 29301
(803) 585-5181
Mary Jane Sanders, Director of Community Programs

This program works with kids under 16 who have been convicted either of carrying or using a weapon (75% brought a weapon into school or onto the streets; the remaining 25% were convicted of assaults involving weapons). The program has two components: a weapons awareness seminar and conflict management course. In the former, the kids are taken to the county morgue where a pathologist shows them organs and bodies ravaged by weapons. They are then shown a slide show, which chronicles other ways in which a weapon can maim or otherwise disfigure the body. A police officer then leads a discussion, after which the children write a paragraph about their experience and the seminar. In the eight to twelve week conflict management course, the children meet weekly to examine the nature of conflict and identify why they become angry or violent. Counselors work to help the kids find alternative avenues for their frustrations and to develop self-esteem. The program reports that of its 45 graduates, only one has been charged with another weapons-related offense. It is run by 11 volunteers. Annual budget: none.

## Youth Services of Freemont County

County Courthouse, Room 100
450 North Second Street
Lander, Wyoming 82520
(307) 332-1085
Charles Kratz, Program Director

This juvenile alternative incarceration program has four distinct services. In the work alternative program, juvenile offenders work for government agencies or charities for up to many months. In the sentencing alternative program, juveniles attend an eight-week educational program in which they learn how to make responsible decisions and resolve conflicts. Intake services are also provided, in which juvenile offenders are interviewed as soon as a police report is filed; an assessment of the child's behavior and potential for rehabilitation is sent to the county district attorney. In the

home detention program, juveniles who are serving their sentences at home are tracked via daily calls and random home visits. Overall, the program serves 350 kids a year. It is staffed by three full-time and one part-time employee, as well as three who are on call during the night. Annual budget: $102,000.

## Community Intensive Treatment for Youth (CITY)

3420 2nd Avenue North
Birmingham, Alabama 35222
(205) 251-2489
Larry Palmer, Program Coordinator

Six non-residential centers serve non-violent juvenile offenders referred by the courts. Staffers evaluate each child (30 at every center) and his or her family situation and draw up an individual "success plan," which includes academic goals, target dates for returning to school, taking the GED, getting a job or joining the military. With the help of their counselors, the kids identify two behaviors at a time to improve (like staying in their seats or behaving in class). Children spend four hours a day in self-paced instruction, whereby they must successfully complete a series of questions in each subject before proceeding to the next (most are between one and three years behind academically). Kids also spend an hour a week in individual counseling and two hours a day in group counseling; the remainder of the day is spent in recreational activities.

Because one counselor is assigned to only three children, each gets highly individualized help: a pregnant girl is steered toward prenatal care and driven to medial appointments, a juvenile with mechanical aptitude is placed in vocational training, a drug addicted youth is hooked up to a treatment program. Counselors also visit their clients' homes to help mom and/or dad develop parenting skills. At the end of each day, staff discuss each student to determine progress and further needs. Kids receive points for improved behavior, academic progress and for participation in group counseling; at week's end, they can "spend" their points at the school store stocked with donated items. The program serves 360-420 youth annually. Children stay in the program an average of six months, and are followed for six months by counselors after they leave. CITY keeps track of its clients for a year after graduation from the program. It reports that 70% of their graduates have no contact with the juvenile justice system during that time. The program employs 54 paid staffers in six Alabama cities. Annual budget: $2.2 million.

## Partnership for Learning, Inc.

110 North Calvert Street
Room 206
Baltimore, Maryland 21202
(410) 396-5092
Delgreco Wilson, Director

Based on the notion that learning disabilities contribute to delinquent behavior, this program identifies first-time juvenile offenders with learning disabilities and provides them with academic tutoring and social counseling. Every morning, a project staffer combs through dockets at juvenile court to identify all first-time juvenile offenders. Each is then interviewed with his or her parents; those interested in participating in the 90-day program are screened for a learning or emotional disability. With the agreement of the prosecutor, an interested, disabled youth is diverted into the program (which involves a minimum of 60 hours of remedial tutoring) as an alternative to prosecution. Once in the program, each client is more thoroughly evaluated and assigned a counselor and tutor, who help develop reading and social skills. The program, founded in 1991, serves approximately 90 juveniles per year. 90% of program participants are African-American males aged 13 to 16. Program leaders estimate that over half of all juveniles in the Baltimore City juvenile court experience learning disabilities. Four paid employees and 13 volunteer tutors staff the program. Annual budget: approximately $80,000.

## Community Intensive Supervision Program

Court of Common Pleas of Allegheny County
Family Division, Juvenile Section
3333 Forbes Avenue
Pittsburgh, Pennsylvania 15213
(412) 578-8210
Joseph Daugerdas, Director of Court Services

This program offers serious juvenile offenders (including those found guilty of robbery, gun possession, and drug dealing) and repeat offenders an alternative to incarceration. After school, kids must report to one of three centers, open seven days a week from 4 p.m. to midnight. At midnight, they are driven home and electronically monitored; if they sneak out, they must spend the night in crisis homes until they can again be trusted. Youth who are generally non-compliant with center rules are temporarily sanctioned by removal from the home and placement in a "backup" unit. The kids are

randomly tested for drug use two to three times a week. They are counseled, fed, tutored, and required to complete 180 hours of community service. They generally remain in the program for nine months and then are released on probation. The centers are located in the communities in which the juveniles live, so that the staff (who are themselves often reformed offenders from the community) can provide local, positive role models. The program plans to open two more centers this year, and hopes to institute victim restitution and job placement programs. The existing centers currently employ 42 staffers. Annual budget: $1.6 million.

## Madison County Juvenile Court Services

224 Lexington Avenue
Jackson, Tennessee 38301
(901) 423-6140
Barbara Dooley, Director

This program will accept any juvenile offender, whether first-time, repeat, or violent. After arrest, a counselor meets with the juvenile and his or her family, and submits a report to the court recommending a treatment program should the juvenile plea or be found guilty. For those not sentenced to secured facilities, the program offers a range of rehabilitative services, including academic tutoring, counseling, and job training. Substance abusers are enrolled in an intensive 16-hour course that stresses the health and legal consequences of abuse; these kids are monitored for a minimum of six months, lose their drivers' licenses, and are ordered to perform 24 hours of community service. The Services' Volunteer Program recruits adult volunteers -- "Special Friends" -- to act as role models; they agree to spend at least one hour a week with their charges participating in meaningful activities.

The program also develops a payment plan for offenders to pay restitution to their victims. Given the economic status of many offenders and their families, restitution is often paid in small amounts -- $2 a week. But program leaders claim that the restitution plan -- plus a mandatory community service obligation -- teaches the kids that they bear a responsibility to both their victims and the community at large. The program serves over 800 juveniles a year with a paid staff of 24 and one volunteer. Annual budget: $940,000.

## Specialized Treatment Services

Post Office Box 484
Mercer, Pennsylvania 76137
(814) 385-6681
Dr. Edward Vogelsong, Clinical Director

This program targets youth ages 13 to 18 who have "fallen through the cracks" -- unwelcome in mental health facilities because of their behavior problems, but who also have no place in juvenile justice facilities because of their mental health problems. On average, kids live in the facility for between 18 to 19 months, though some stay for four years and longer. A typical day entails chores, classes (the facility is fully certified as a school), recreational activities and nightly individual and group therapy sessions. In these sessions, the kids are helped to reverse their destructive behavior, control their anger, resist peer pressure and stand up for themselves in constructive ways. Six to nine months before a child is to be released, family therapy sessions are held in the family home. Once children return home, they are assigned mentors who spend three to five hours a week taking their charges to movies, dinner or just out for conversation. The program also links kids with aftercare mental health services and schools. Where a return to the home is not feasible, the program places kids in foster homes and supervised apartments. The program reports that 82% of the kids who go through the program stay uninvolved with the juvenile justice system for the five years in which the program follows-up on their progress. The program employs 50 full-time staff. Annual budget: $1.6 million.

## Family Support Program

Children's Hospital Professional Building
4th Floor
700 Children's Drive
Columbus, Ohio 43205
(614) 722-4700
Debbie Sendact

This program offers treatment services for sex offenders ages 4 to 18. Many, especially the younger ones, have not been formally charged for the offenses, but have been referred because of sexually aggressive behavior -- such as touching or jabbing siblings and classmates in private places -- in school or at home. This program's mission is to get to these kids early, before they turn into adult offenders (who often have a long history of sexual malfeasance). Kids in the program are counseled one to two times a week for two hours;

each must be accompanied by a support person, usually a parent, who helps shepherd the child through the treatment process. The children are taught about how their victims feel (to help learn empathy), how to identify and communicate their feelings, maintain control over their emotions and respond to anger appropriately. Children under 12 attend a minimum of 30 weeks; older kids stay in for one to two and a half years. The program employs seven, including a child care provider who takes care of children when their parents are attending counseling sessions. Annual budget: unavailable.

## Bethesda Day Treatment Program

Post Office Box 270
West Milton, Pennsylvania 17886-0270
(717) 568-1131
Dominic Herbst, Managing Director

Bethesda Day works with its juvenile offender clients six days a week, about 55 hours a week, for an average of five months. It serves 200 to 300 kids each year. The program has five components: 1) Day treatment, in which kids receive intensive counseling, both individual and group, and learn life and vocational skills; 2) Bethesda Prep School, which provides education to youth who were expelled from public schools. Since they cannot be expelled from Bethesda Prep, teachers, counselors and students have no choice but to overcome discipline or educational problems; 3) Family counseling, which brings counselors into the homes of their clients one to three times a week to help solve the root causes of the aberrant behavior, which is often a dysfunctional family situation; 4) Drug and alcohol treatment, which provides two hours of group and one hour of individual daily therapy for substance abusers; and 5) Temporary foster care: if a youth's home problems appear insoluble, he or she will be placed in a temporary foster home while continuing the program and working toward the resolution of family conflicts.

Bethesda Day pays special attention to the youth's home life, and tries to resolve the familial anger and conflict that often manifests itself in criminal behavior. Also, each client is required to pay restitution to his or her victim, which comes from wages the kids receive from county-funded work programs. In a study conducted five years ago by an outside consultant, Bethesda Day graduates experienced an only 10% rate of recidivism for the two years following graduation -- compared to an average of 50% in the community. Fifty to 60 paid employees staff five centers throughout Pennsylvania. Annual budget: $1.2 million.

## Juvenile Diversion Program

201 West 8th Street -- Suite 801
Pueblo, Colorado 81003-3050
(719) 583-6145
Sharon Blackman, Program Coordinator

This incarceration alternative program for non-violent first-time offenders only admits those who accept responsibility for their crimes. Each child is assessed (background, school track record, potential for rehabilitation) by a counselor who also draws up an individual contract for anywhere between a few weeks and a year. Depending on the contract terms, the youngsters work as volunteers for non-profit agencies, participate in tutoring classes, and drug-alcohol counseling. If applicable, they are also required to pay restitution to their victims. First time shoplifters must take a six-hour seminar in which retailers, security personnel, and law enforcement officers, through role-playing and group discussions, help bring home the seriousness of such crimes. The program also includes SHAPE UP weekend -- in which juvenile offenders and their families are taken on a prison tour to stare the realities of prison life in the face. They talk to inmates (who have been trained for the project) and are told about the factors which often land prisoners behind bars (substance abuse, dysfunctional families, bad attitudes, school failures). In 1987, the program surveyed the files of juveniles who had completed the program two years earlier; 83% had not been rearrested. Four full-time and one part-time employee staff the program. Annual budget: unavailable.

## Developing Alabama Youth (D.A.Y.)

Post Office Box 1811
Alabaster, Alabama 35007
(205) 664-1600
Dr. Elizabeth Morris

At-risk 13-to-18-year-olds (who are chronically truant, who misbehave at home and/or school, who use drugs, who have significant academic lags or who have been involved with the juvenile justice system) are referred to D.A.Y. from courts, schools and social service agencies. After a referral, youth and their families are interviewed and a success plan developed which sets clinical, academic and vocational goals. Participants do not graduate from the day program until all the goals are met -- usually between one to two years. The program is highly structured, and each child is assigned a counselor who acts as his or her court advocate and mentor. These

counselors are trained to be compassionate yet tough -- they do not tolerate deviant behavior, no matter how understandable. The program employs ten full-time staffers and four part-time graduate students. Annual budget: $380,000.

## Earn-It Project

3 Washington Street
Keene, New Hampshire 03431
(603) 357-9810
Jane Beecher, Court Diversion Supervisor

In this sentencing alternative program, kids who have committed misdemeanors or other non-violent crimes get to "earn" a second chance by meeting a set of stipulations itemized by a citizen review board -- such as apologizing, paying restitution within a given time frame, performing community service, undergoing counseling, and improving grades. One stipulation requires a child to attend a 20-hour law-related education course, in which kids discuss the implications of breaking the law. (On the last day, the kids put on a mock trial, presided over by a real judge.) Children are also offered the chance to ride along with a police officer on a Saturday night, to see the real-life consequences of criminal behavior. A child who meets the stipulations has his or her delinquency petition dismissed. The program employs two full-time and one part-time staffers. Annual budget: $50,000.

## Robert F. Kennedy Action Corp.

11 Beacon Street, Suite #325
Boston, Massachusetts 02108
(617) 227-4183
Edward Kelley, Executive Director

The mission of this program is to help reintegrate educationally-impaired, abused, or adjudicated 5-to-18-year-olds and their families. Children stay in this residential program from between 100 days and six years. It accepts clients regardless of criminal history (many of whom are turned down by other welfare agencies). The most violent offenders are treated in five high-security centers. While in the program, the kids and their parents undergo family therapy, and the children additionally participate in individual and group therapy. All take academic classes; tutoring and special education

classes are available to those in need, and many earn their GEDs while in the program. The Corp. also provides a wide range of social and athletic activities. 250 paid employees and 40 volunteers staff nine centers. Annual budget: $8.5 million.

## Tuscaloosa County Juvenile Court Victim Restitution Program

6601 12th Avenue East
Tuscaloosa, Alabama 35405
(205) 349-3870
Dr. John Upchurch, Director of Court Services

Program staffers work to find community service and traditional jobs for young offenders referred by probation officers. Most must pay two types of restitution: to the community, through service, and to their victims, financially. The kids are allowed to keep one-third of their earnings, while the remainder goes to their victims. Last year, the program placed and monitored 397 offenders; it reports that 7% re-offended while in the program. It employs three staffers in addition to college volunteers who help supervise the kids. Annual budget: $70,000.

## Alliance House

38 Pleasant Street
Stoneham, Massachusetts 02180
(617) 438-6880
Peter Downey, Director

Alliance House aims to provide 13-to-17-year-old male offenders a comprehensive program of short-term residential treatment. Its clients, who are either first-time or repeat offenders, participate in an average 60-day program of academic classes, individual and group counseling, psychological testing and household chores. The House stresses the importance of group involvement and teamwork -- boys are taught to place the needs of the community over the needs of the individual. Founded seven years ago, Alliance House serves 80 to 90 boys a year. It employs 20 staff members. Annual budget: $500,000.

## Life Enhancement Alternative Program (L.E.A.P.)

50 West 3900 South
Murray, Utah 84107
(801) 264-2273
John Meacham, Manager

This diversionary program targets minor offenders (e.g. vandals and shop lifters), aged eight to 15, after they are charged but before they are tried. If they choose to join the program, they are given the chance to accrue "points" during a 60-day intensive counseling and educational program in exchange for having the charges against them dismissed. Points are earned in five ways: by school attendance and citizenship efforts; by attending three two-hour law-related classes taught by attorneys after school (parents must attend at least one class); by performing at least one afternoon of community service, such as removing graffiti or cleaning parks; and by participating in individual and family therapy and support groups. L.E.A.P. enlists its clients immediately after they are charged -- thus providing a measure of swift, certain punishment in contrast to the 60 to 90-day wait that normally exists between arrest and trial. Three full-time staff and five volunteers (including police officers and counselors) work for the program. Annual budget: $101,000.

## The Ameri-I-Can Program, Inc.

292 South La Cienega Boulevard
Beverly Hills, California 90211
(310) 652-7884
Rockhead Johnson

Ameri-I-Can recruits teachers with street and gang experience to teach a 60-hour accredited life management course in schools, prisons, and half-way houses -- covering such topics as motivation, goal setting, problem solving, job finding and retaining, and financial planning. Guided by a facilitator, most of the courses involve group discussions (where each participant is granted time to speak without interruption). Lessons are presented up to three times to ensure comprehension and maximum retention. Since 1988, over 15,000 California inmates have successfully completed the program. It employs 60 people full time. Annual budget: $3.2 million.

## George Junior Republic Family Therapy Unit (GJR)

Suite A-2
Allegheny Center Hall
Pittsburgh, Pennsylvania 15212
(412) 321-7002
Kerry Yarris

GJR is the outpatient arm of the like-named residential treatment facility, which houses 400 delinquent or dependant boys referred by a juvenile court or public agency. GJR therapists work for approximately three months with both the boys and their families to help facilitate a successful reentry into society at the conclusion of residential treatment. Each therapist carries a caseload of 35 families, with whom they address behavioral modification, parenting skills, drug and alcohol abuse, gang violence, and family dysfunction. The Family Therapy Unit is staffed by five. Annual budget: $204,000.

## House Arrest Program

Elkhart County Courts Building
315 South 2nd Street
Elkhart, Indiana 46516
(219) 523-2203
Michael Spangler

This incarceration alternative for 10-to-18-year-old offenders (who have committed offenses ranging from misdemeanors to burglary) provides intensive supervision -- tantamount to court-ordered grounding. When not at the program site, the kids must be under an adult's constant supervision, and must be either at home, in school, on a family outing or in a job. They cannot have contact with friends outside of school or receive calls at home. The kids also attend daily meetings at the detention center, where they learn problem-solving skills as an alternative to violence. Counselors monitor their school progress. The program is run by the Elkhart County probation staff, and receives no additional funding. Annual budget: unavailable.

## Holistic Environmental Life-Skills Project

14555 18 1/2 Mile Road
Marshall, Michigan 49068
(616) 781-7221
William Burton, Interim Director

This juvenile detention facility houses children aged 11 to 16 whose cases are pending or who have been adjudicated delinquent and referred by the court. Adjudicated children assigned to the program stay for an average of six months, during which time they attend school daily from 9 a.m. to 3:15 p.m., perform chores, attend daily group meetings, and participate in evening recreation activities. Individual and group therapy sessions are also offered, as are regular alcoholics anonymous and sex offender groups. The program employs 43 staff. Annual budget: $2.2 million.

## Philadelphia Anti-Graffiti Network

1220 Sansom Street
Third Floor
Philadelphia, Pennsylvania 19107
(215) 686-1550
Tim Spencer, Executive Director

The Anti-Graffiti Network serves in part as a diversionary program for kids found guilty of defacing property with graffiti. They must perform between 50 and 200 hours of graffiti clean-up, and are additionally counseled and steered toward legal alternatives such as arts and crafts, tutorials, ceramics, and newspaper internships. The Network has also erected 1,300 murals throughout the city to encourage kids to write on murals instead of walls. Network staffers visit schools to teach kids that graffiti is crime, not art, and the group also employs 350 kids a summer to paint murals and otherwise help keep the city clean. It employs 18 full-time and 11 part-time staffers, who are aided by 2000 to 3000 volunteers. Annual budget: $650,000.

## Youth Services Diversion Program

4201 North Hayden Road
Scottsdale, Arizona 85251
(602) 994-7922
Claudia Jones, Youth/Diversion Coordinator

This program is offered both as a diversion program for first-time misdemeanor and status offenders and a prevention program for at-risk youth who have not yet entered the crime stream. It begins with an interview of the child and at least one parent by a professional counselor, who gives the youngster an overview of the laws governing juvenile crime. The three then draw up a 60-day contract, wherein the youth pledges to complete community service along with one or more positive-image seminars, including decision-making skills, drug abuse education, academic tutoring, and money management. The program offers parenting skills for moms and dads, as well as a teen employment service. The program employs three staff members and often utilizes student interns from nearby Arizona State University. Annual budget: $55,000.

## New York State Division For Youth

Capital View Office Park
52 Washington Street
Rensselaer, New York 12144
(518) 474-8245
Samuel J. Kawola

The Youth division has instituted a number of juvenile incarceration alternatives, including the Adirondack Wilderness Program -- an outward bound program for male juveniles adjudicated for serious delinquent offenses and requiring out-of-community placement. Located in a wilderness setting, the program aims to build character, discipline and team work via intensive group experiences (including outdoor skill training, back packing, rock climbing, rescue training) and self-esteem and reliance via a three-day solo hike. The children learn that they can overcome adversity through persistence, and that they must depend on each other to survive. In addition to the adventure component of the program, it also provides vocational training (bicycle repair, wood shop/furniture repair), education, community service projects (helping the elderly and disabled, flood control), and counseling. After four months in this residential program, participants are required to participate in an after-care program. The program's 37 staff serve 24 youth per session. Annual budget: $1.2 million.

The Division's Sergeant Henry Johnson Youth Leadership Academy is a non-aversive boot camp, whose goal is to establish self-discipline, self-esteem, responsibility and a sense of team work in adjudicated youth. Kids are assigned to a platoon of 15 cadets, who pass through three program phases: basic challenge (military basic training); adventure challenge (an outward bound-type experience) and advanced challenge (construction work in the Academy and the community). Cadets wear Army fatigues, short haircuts and serve 16-hour duty days, which include counseling, education, and vocational training. After the six month program, the youth are then enrolled in a six-month after-care program, which involves counseling, community service, recreation, education and GED preparation. Thirty staff serve 30 youth in the basic program, and another three staffers serve 25 youth in the after-care component. Annual budget: $1.1 million.

## Juvenile Detention Center

Post Office Box 206
Gering, Nebraska
(308) 436-2204
Tom Hunter, Personnel Director

This residential facility houses juvenile offenders referred by judges and juvenile parolees whose home lives are unstable. These juveniles have typically been involved in such criminal activities as bringing weapons into school, auto theft, assault, and drug charges. The Center offers five services to help juveniles successfully reintegrate into society. The average length of stay with the program is approximately one month. Transitional life skills classes help those about to begin an independent life learn to cook, find housing, hold down jobs, and secure adequate health care. A number of juveniles are also placed in a work program, whereby employers pick them up in the morning and take responsibility for them all day. The youngsters' wages are garnished to cover any restitution or child support obligations. In the family preservation program, the kids and their parents receive family counseling in the home. In the drug-alcohol program, the children receive both individual and group drug counseling, education on the risks of abuse, and are periodically drug tested. The Center employs a full-time teacher to help the younger kids keep up with their educations. Two staff psychologists and a psychiatrist provide a program of individual and group therapy. The center employs 23. Annual budget: $505,000.

## Serious Habitual Offender Comprehensive Action Program (SHOCAP)

Portland Police Department
109 Middle Street
Portland, Maine 04101
(207) 874-8582
Detective Judith Ridge

This program coordinates all community governmental and service systems -- such as law enforcement officials, prosecutors, probation officers, social service workers and education and corrections authorities -- to provide intensive, interagency supervision and support to serious habitual juvenile offenders. The program compiles all relevant information on its young offenders (who have been arrested at least five times, three times for felonies) into individual case files so agencies can make informed judgements as to their treatment. SHOCAP reaches about 23 kids a year, and keeps track of them until they turn 18. It is run by between 12 and 14 staffers from various government and community organizations. Annual budget: none.

## Thomas O'Farrell Youth Center

7960 Henryton Road
Marriottsville, Maryland 21104
(410) 549-6330
John Yates, Program Director

This Center is a 40-bed residential facility for 13-to-18-year-old boys, who stay an average seven to eight months. It accepts kids convicted both of violent and non-violent crimes. Participants are placed in a highly-structured program, which involves therapy, conflict resolution, drills and extracurricular activities. The Center is staffed by 40 full-time employees. Annual budget: $1.9 million.

## Choice

The Shriver Center
University of Maryland Baltimore County
5401 Wilkens Avenue
Baltimore, Maryland 21228-5398
(410) 455-2494
Mark Shriver, Executive Director

Choice is an intensive, home-based, family-oriented program which provides around-the-clock supervision to kids, ages nine to 17, who have committed status offenses or delinquent acts. Caseworkers are college graduates who are hired for one year to be on-call 24 hours a day, seven days a week. When a child is referred to the program, caseworkers contact the family daily to assess its needs and link it with the appropriate support services (such as helping with subsidized housing applications or getting the electricity turned on). After the initial assessment phase, more defined goals are set -- the children sign a behavioral contract -- and necessary resources identified. Intensive interaction with the caseworker -- who acts as a role model for the children and works to help the family attain self-sufficiency -- is the program's hallmark. Caseworkers monitor school attendance, take the children to tutoring sessions or doctors appointments, and ensure that they meet the program's curfew and mandatory meetings (group counseling and rap sessions, guest speakers, weekly sports or cultural activities). Workers make it their business to know the kids' friends, sweethearts and local hang-outs. If they are not where they are supposed to be, the workers seek them out and set them back on course. The Choice program, which lasts for between three and six months, reaches 1300 kids per year. It employs 130 staffers. Annual budget: $4.5 million.

# IV.

# HEAD OF THE CLASS: MENTORING AND SCHOOL-BASED PROGRAMS

For too many children today -- most notably young boys -- a positive adult role model is nowhere to be found. They are born to young, beleaguered single mothers. They have fathers who want nothing to do with them. They have nowhere else to turn for adult guidance and support. And for many, the place that could help provide what they are missing at home -- school -- has become a place to dodge. The programs listed here include those that provide at-risk youth with mentors -- to help fill the shoes vacated by an absent, neglectful, or simply overwhelmed parent. The listing also includes school-based programs that aim to keep and re-enlist troubled youth into the educational fold (by providing a range of services from counselors and tutors to alternative education) and to supply positive after-school activities (such as athletic, health, cultural and vocational programs).

## Communities in Schools Houston (CISH)

1100 Milan, Suite 3540
Houston, Texas 77002
(713) 654-1515
Cynthia Briggs, Executive Director

CISH aims to keep at-risk Houston elementary to high school students from dropping out. The children are referred to the program by teachers, principals, school counselors, parents, peers, or by themselves -- and have problems ranging from school infractions and academic problems to violent behavior and mental or physical health problems. A core of professionals sets up shop in a separate office in each of the 21 participating Houston schools, most in the city's highest risk areas. These professionals evaluate each student's needs and prepare an individualized service plan. They provide one-on-one counseling, mentoring, tutoring, job training, and crisis intervention. They also bring in other community social service workers -- who kids and their parents would otherwise not seek out on their own -- to lend a helping hand. The program also targets troubled boys (most of whom are fatherless) and finds them male mentors from the community who come from similar backgrounds and who have beaten similar odds.

CISH also organizes (or partners with other groups to help organize) after school activities -- sports, field trips, Outward Bound and cultural activities -- to keep kids off the streets. An independent evaluation of the program has reported that approximately 90% of the kids served by CISH are still in school at the end of the school year. Statewide, one-third of students entering high school fail to graduate. CISH employs 115 full-time staff members who are assisted by approximately 1000 volunteers. Annual budget: $5 million.

## School-Based Youth Services Program

New Jersey Department of Human Services, CN 700
South Warren Street
Trenton, New Jersey 08625-0700
(609) 292-1617
Ed Tetelman, Director of Legal and Regulatory Affairs

This program provides school-based recreational, educational and counseling services to junior high and high school students seven days a week until 10:00 p.m. The "one-stop shopping" services -- information referral, counseling, employment, and substance abuse services -- are available in 42

Trenton schools and serve about 20,000 students a year. Counselors help kids with problems ranging from fights with their sweethearts to disruptions or deaths in school. In some locations, local advisory boards of school personnel, parents, and corporate volunteers provide child care and transportation. In a program sponsored by AT&T last year, teen parents who promised to undergo parent classes and other counseling were guaranteed $20,000 a year jobs upon successful graduation. (An ironic postscript: only one participant took the company up on the job offer; the rest went to college.) The Youth Services Program has been replicated in Kentucky, Iowa and California. 200 people work for the program statewide. Annual budget: $9.6 million.

## Male Youth Health Enhancement Project

Shiloh Family Life Center
1510 Ninth Street, N.W.
Washington, D.C. 20001
(202) 332-0213
Reverend Barry Hargrove, Director

This Project provides some 30 African-American boys a safe place to interact with adult male mentors, so that youngsters from single, female-headed households can develop a relationship with positive male role models. Mentors are trained to teach by example and give productive advice regarding careers, life, and personal predicaments. Participants are offered free health screening to detect any health problems, and are taught through formal workshops and informal rap sessions about how their bodies function and what to expect as they move from adolescence to adulthood. To gain and maintain good physical health, the boys engage in a variety of sports, including basketball, racquetball, martial arts, and weight lifting. Counseling sessions on spirituality and morality are part of the program, as is staff monitoring of school progress and behavior. The boys also run the "MYP Copy Service," which provides the community (such as churches and neighborhood schools) with copying services at cut rates. The money raised is reinvested into the Project. The program employs three full-time staff and 30 volunteers. Annual budget: $125,000.

## Union High School

Alternative School Program
135 North Union Street
Roosevelt, Utah 84066
(801) 722-2474
Lloyd Burton, Principal

After discovering that youth sent away to alternative schools were having trouble reintegrating into traditional schools and dropping out, Union High School developed an alternative school within its own walls. A Planning Committee (composed of school administrators, the school psychologist, and representatives from social and family services and juvenile justice) select candidates for the alternative school. Teachers from various disciplines teach the traditional curriculum to help the students catch up and keep up with their peers. Students may also make up classes they have failed with the help of a unique computer program, which both teaches and tests. Additionally, the students are taught inter-personal and conflict resolution skills by specialists from family services, social services, and the juvenile justice system. Parents are required to attend parenting classes once a month to learn how better to discipline, communicate with and support their wayward children. Students are reintegrated into the traditional high school after they have caught up academically and improved behaviorally. The alternative school serves 18 to 20 kids a year. It employs one full time teacher, who is assisted by 10 to 12 faculty members who pitch in. Annual budget: $44,000.

## Creative Grandparenting, Inc.

1503 West 13th Street
Wilmington, Delaware 19806
(302) 656-2122
Karen Lindley, Executive Director

This program -- whose mission is to pair caring adults with children -- has two components: in-school mentoring and community "grandparenting." In the first, mentors meet one-on-one with needy first through sixth graders in the schools once a week for the entire school year. Mentors (drawn from the PTA, grandparents in the community and organizations such as the American Association of Retired Persons) are trained to listen carefully, build self-esteem, make the kids feel loved and accepted, and help improve social and academic skills. 40 to 50 mentors (aged 50-70) reach 60 to 70

kids a year in the in-school mentoring program. It is staffed by three full-time and one part-time employee. Annual budget: $95,000.

In the community grandparenting program, community leaders are canvassed in order to draw up a list of values that should be imparted to children. Then retiree/mentors meet with groups of two children after school for an hour and half three days a week -- working on homework and designing activities to impart the identified values, such as honesty, respect and responsibility. (One group has started a community garden to teach kids respect for the environment and responsibility for its care.) Community grandparents also sponsor other group activities, such as field trips and guest speakers. In this program, ten "grandparents" reach 30 to 35 children in the first through fifth grades each year. One full-time and two part-time employees staff the program. Annual budget: $90,000.

## Rheedlen Centers for Children and Families

Beacons Initiative
2770 Broadway
New York, New York 10025
(212) 866-0700
Geoffrey Canada, President

Rheedlen is a community-based organization that offers comprehensive services for families and kids in a neighborhood setting. Its model program -- the three-year-old Beacons Initiative -- was expanded in 1993 into every school district in New York City. Based mostly in intermediate or elementary schools, and open seven days a week from early morning to 11 or 12 at night, the program provides a host of activities and services for kids and their families, such as tutoring, sports, GED preparation classes for parents, counseling, and dance or aerobics classes. Youth leadership programs bring together drop-outs, honor students, reformed drug dealers and gang members for rap sessions and community service projects, such as voter registration drives and neighborhood beautification projects. A Harlem elementary school program provides on-site caseworkers to help families through crisis situations; helps kids in shelters with their homework and with counseling to encourage them to stay in school; provides martial arts and African dance classes in the evenings; sponsors job training; shows evening movies; and organizes after-school and night-time sports and recreation programs.

Rheedlen has just launched its "I Excel Program," which follows fifth graders through high school with an eye toward keeping them in school. "I Excel" kids and their parents will also visit historically all black colleges and

universities in an effort to spark their interest in college. Working at 11 sites, Rheedlen's 73 full-time workers and 154 part-time workers serve some 1,800 children a week. Rheedlen Centers For Children and Families comprises 11 different programs with a $5.2 million annual budget. The Beacons Initiative operates on a $700,000 budget.

## Project 2000

Center for Educating African American Males
Morgan State University
Jenkins Building-308B
Baltimore, Maryland 21239
(410) 319-3275
Dr. Spencer Holland, Director

Project 2000 aims to provide positive male role models in the daily school lives of young, impressionable inner-city boys in kindergarten through the third grade. Trained volunteer mentors spend a half day with their classes once a week. Their activities vary, depending on the needs of the day -- from tutoring, monitoring recess, checking homework, helping maintain class order, teaching arts and crafts, to simply being available to talk. At all times, they serve as role models. In one elementary school, the Project worked with an experimental all-male first grade class of boys who were performing poorly. After two years, the boys joined co-ed classes, and the Project reports that as they entered fourth grade, they were doing well academically and had few behavioral problems. Since launching a pilot project in the 1990-91 school year in three schools, 230 volunteers from all occupational levels have been trained as mentors. The Project has its eye on expanding the program to all elementary schools in the system. It employs three paid staffers. Annual budget: $125,000-$140,000.

## Newark After-School Youth Development Program

Office of Physical Education and Extracurricular Activities
2 Cedar Street
Newark, New Jersey 07102
(201) 733-7344
Elnardo Webster, Assistant Director

Twenty-six Newark schools participate in this program; all stay open from 3 to 9 p.m., serving as safe after-school havens for 150 to 200 kids daily. Teachers tutor and oversee homework sessions, recreational specialists and

community volunteers spearhead basketball, volleyball, soccer and other sports, and substance abuse counselors provide individual and group counseling. The program organizes chess clubs, debate teams, drama clubs, scouting troops, and leadership programs. Staffers and volunteers also take the kids on field trips to museums, circuses, and sporting events ranging from the Globe Trotters to the Ice Capades. Two teachers and two recreation aides are assisted by 150 to 200 volunteers. Annual budget: $1 million.

## Delaware Futures

Trinity Episcopal Church
1108 North Adams Street
Wilmington, Delaware 19801
(302) 652-8605
Katherine Borland, Executive Director

Delaware Futures identifies promising but underprivileged young people and gives them the help and guidance they need to go to college. Local colleges and universities have agreed to underwrite the tuition and fees of Delaware Futures kids who satisfy entrance requirements. The program is open to any eighth grader eligible for the free or reduced-fee school lunch program, and students are chosen on the basis of academic promise, school attendance and desire to attend college. The program provides the children with a variety of services to encourage them to reach their academic potential: tutoring, internships with local businesses, one-on-one counseling and college and career guidance. Participants are also paired with mentors, who meet at least once a month throughout high school and into their first year in college, providing guidance and advice. The students also meet in regular peer support groups, and are brought together for a week-long retreat each year to identify developing strengths and potential weaknesses. The program incorporates 12 new students a year. It is staffed by a director and, in the near future, an advisor and a part-time support person; mentors are community volunteers trained by the Big Brothers/Big Sisters program. Annual budget: $146,000.

## School/Community Helping Hands Project

Wake County Public Schools
3600 Wake Forest Road
Raleigh, North Carolina 27609
(919) 850-1660
Pryce Baldwin, Program Manager

This program serves African-American boys in elementary and middle schools by recruiting teachers, counselors and community volunteers to serve as mentors for three years. Each teacher/counselor mentor meets with a group of ten or so boys once a week after school, relaying leadership and interpersonal skills or reviewing schoolwork. Mentors from the community see the boys one-on-one during the weekends, taking them for athletic, artistic or cultural excursions. The program employs one full-time staffer, 23 mentors (who receive a small stipend) and 25 volunteers. Annual budget: $125,000.

## Project First Class Male

Urban League of Broward County
11 N.W. 36th Avenue
Fort Lauderdale, Florida 33311
(305) 584-0777
Nema Smith, Co-ordinator

The Project's mission is to promote sexual abstinence, reduce the number of teen parents, and improve the lives of teenage families. Counselors meet in schools with young boys (aged 12 to 18) who are deemed at risk due to: academic failures, economically disadvantaged backgrounds, drug or alcohol-abusing parents, physical or sexual abuse, previous arrest records, and/or poor school attendance. The boys and counselors discuss family planning, sexuality, self-esteem, career development, conflict resolution and, where apt, parenting skills. The counselors also visit the boys regularly in their homes. The Project serves 150 youngsters each year. An independent evaluation found that, in a one-year follow-up, the Project logged a 85% success rate in preventing new pregnancies. It employs two paid counselors and eight volunteers. Annual budget: $100,000.

## Caring Communities Program (CCP)

5019 Alcott
St. Louis, Missouri 63120
(314) 877-2050
Khatib Waheed, Director

CCP centers stays open 14 hours a day, five days a week, from 6:30 a.m. to 9:30 p.m. -- providing latchkey services before and after school for children whose parents work, are in school, in a job training program or who are actively seeking work. Every three months, it takes kids overnight to provide a respite for parents to reduce stress, neglect and/or abuse. After-school tutoring is provided three evenings a week, and CCP also makes classroom drug prevention presentations, provides social drug-free activities on Friday nights and sponsors teen leadership programs. A 1991 evaluation by Philliber Research Associates indicated that kids served by the program showed considerable improvement in academic achievement, work study habits and behavior. The program is staffed by 45 full-time employees -- 15 at each of the three sites. Annual budget: approximately $1.5 million.

## Missouri Intensive Case Mentoring Program

Department of Social Services
Post Office Box 447
Jefferson City, Missouri 65102-0447
(314) 751-3324
Vicky Weimholt, Deputy Director of Youth Services

This program hires college students to act as mentors for juvenile offenders who are not committed to residential care facilities. Mentors usually meet with their charges three times a week for between six to nine months. In a more intensive program -- Proctor Care -- a youngster resides with a young adult proctor, usually a college student, who serves as a role model. This program operates one main office and five regional offices staffed by seven employees. Annual budget: approximately $265,000.

## Griffen Alternative Learning Academy (GALA)

800 Alabama Street
Tallahassee, Florida 32304
(904) 488-8436
Mildred Hall, Assistant Principal

GALA recruits seventh and eighth graders with academic, social or familial problems for a one-year intensive alternative educational program. Approximately 60 to 65 students per year receive one-on-one attention from teachers and, along with their families, work with behavior specialists to identify and remedy their social problems. A business person or other volunteer is assigned to each student to serve as a friend, advisor and role model at least once a week. GALA is staffed by nine teachers and two behavioral/prevention specialists. Annual budget: $67,000.

## The Home School Partners Program

607 Walnut Avenue
Niagara Falls, New York 14301
(716) 286-4259
Arthur McDonald, Director

This program aims to get parents more involved in the educations of their children. Staffers visit homes, talk to parents about their children and the goings-on about school, and help arrange parent-teacher conferences. "Pupil service" teams (consisting of the school nurse, a counselor and program staffer) are assigned to a group of at-risk kids. The team meets once a week with its charges and monitors progress and setbacks. Where problems arise with a student, the team visits the home in an effort to craft a solution. The program is reaches approximately 9,000 kids. Annual budget: $181,000.

## New Futures

128 Habersham Street
Savannah, Georgia 31401
(912) 651-6810
Dr. Otis Johnson, Executive Director

Multi-disciplinary teams of teachers and counselors develop a service plan for each child identified as at-risk from four middle schools. Case managers join the teams to obtain the needed services, such as on-site medical care, mental health counseling, tutoring and special classes, and social/recreational activities. A "transition resource teacher" continues to counsel and facilitate the delivery of services for participants continuing into high school. New Futures also sponsors a teen parenting program -- in which pregnant teens may attend an alternative school for up to a year after delivery, with child care provided on-site. The program is staffed by 45 employees. Annual budget: $4.3 million.

## Lincoln Public Schools Middle School Experiential Learning Program

5901 O Street, Box 82889
Lincoln, Nebraska 68501
(402) 436-1823
Dennis Van Horn, Supervisor

This is a two-pronged mentoring and job shadowing program. In the mentoring program, college students and adults adopt 13-to-16-year-olds for after-school weekly activities. The program attempts to match mentors and students of like interests, aptitudes and personalities. (A number have been together for some four years.) According to the program head, a poll of high school students who graduated from the program found a less than 10% dropout rate -- less than half the city's 20% dropout average. The job shadowing program places junior high students in eight-week internships (three hours a week) in careers that interest them. The program has two full-time staffers, 100 volunteer mentors and 12 volunteer drivers. Annual budget: $83,000.

## McAlester Alternative School Project

Post Office Box 1027
McAlester, Oklahoma 74502
(918) 423-4771
Dr. Terry James, Assistant Superintendent

This alternative school -- for students who are failing or having disciplinary problems in 11 McAlester high schools -- provides individual and group counseling in addition to academic classes. To graduate, students must pass a semester-long life skills class, which includes instruction on finding and keeping jobs and financial planning. Students with children are required to take parenting classes. Class size ranges from ten to 20 students, and approximately 70 are enrolled at one time. According to figures compiled by the state, only 5% of the program's students drop-out before graduation. The program employs five, including a day-care provider for students' children. Annual budget: $250,000.

## "Operation First Class"

Atlanta Area Council, Boy Scouts of America
100 Edgewood Avenue, N.E.
4th Floor
Atlanta, Georgia 30303
(404) 577-4810
Dick Martinides, Deputy Scout Director

Among its many scouting programs, the Council operates a special youth outreach program, "Operation First Class," along with churches, schools, and other community organizations. This program links over 8,000 youngsters from inner-city public housing communities with positive role models -- such as university students -- and provides them with the opportunity to enjoy outdoor activities such as camping while learning practical life skills. All told, the Council serves over 62,000 kids in Atlanta and its 12 surrounding counties with the help of over 12,000 adult volunteers. Annual budget: $3.5 million.

## New Brunswick Schools

Paul Robeson School
199 Commercial Avenue
New Brunswick, New Jersey 08901
(908) 745-5488
David Blevins, Community Schools Coordinator

This program provides youngsters (aged six to 15) in six schools and a public housing complex with a number of after school activities: homework workshops, English language classes, a Spanish club, dance and drama clubs, computer classes, and recreational activities from 3:15 to 6 p.m. three days a week and until 9 p.m. at least two nights per week. The program plans to open a Teen Center soon, to provide teens with a less structured place to simply "hang out." The program employs ten full-time and 30 part-time volunteers; over 200 volunteers (many from Rutgers University) lend a hand to help serve roughly 1,300 students at all sites per year. Annual budget: $250,000.

## The Big Brothers/Big Sisters of America

230 North Thirteenth Street
Philadelphia, Pennsylvania 19107
(215) 567-7000
Colleen Watson, Director of Marketing and Communications

Big Brothers/Big Sisters aims to match adult volunteer mentors with school-aged children, to help boost self-esteem and provide guidance, encouragement, and hope. Each volunteer is screened and paired with a little sister or brother on the basis of personality and mutual interests. A professional caseworker monitors the relationship and is always on call for advice. The national office provides training, technical support, program development and fund-raising assistance for the 507 local chapters. A number of local chapters are steering their programming toward violence prevention. The Greater Lowell, Massachusetts, group, for instance, developed the ADAM (Awareness and Development of Adolescent Males) program to help deter teen pregnancy and form anti-violent attitudes in young men, and last year also spearheaded Lowell's "Stop the Violence - Increase the Peace" week. Big Brothers/Big Sisters of Southwestern Connecticut has formed the Aristotle 2000 program in conjunction with IBM, which pairs up peer mentors and sponsors school seminars on gangs and violence.

## Children of the Sun

The Urban League Trust for the Development of African-American Youth
2313 East 28th Avenue
Tampa, Florida 33605
(813) 229-8117
Darrell Daniels, Associate Vice President for Youth Programs

This program aims to promote health and reduce diseases in African-American youth between the ages of ten and eighteen. Located in 21 schools, classes meet once a week for two to three months, and cover such topics as drug use, health, nutrition and disease education, personal growth and development skills, and black-on-black crime. A similar program is offered to youth as an incarceration alternative. Eight employees are assisted by 40 volunteers. Annual budget: $200,000.

## Mat-Su Alternative School

Matanuska-Susitna Borough School District
600 East Railroad Avenue, Suite #1
Wasilla, Alaska 99654
(907) 373-7775
Peter Burchell

This alternative school program works with extremely high risk 16-to-21-year-olds who have fallen behind in their studies, become teen parents, been placed on probation, or are no longer living with their parents. The program attempts to reach these troubled kids -- several have attempted suicide, been the victims of child abuse, or have abused drugs or alcohol -- by encouraging them to better their grades and life-skills and to go on to community college. To support these goals, and in addition to the usual academic fare, the school offers a teen parent program, a day care center with professional staff members, a new parents workshop, and advice on improving nutrition, health, and study habits.

The school is open from 5 a.m. to 7:30 p.m. daily and requires its students to work for a minimum of three hours per day, either in paid or volunteer positions, at the school or in the community. The program reaches 120 to 130 kids a year. It employs 21 staff members, including six certified teachers. Annual budget: $950,000.

## Services Providing Opportunities Through Recreational Training and Support (SPORTS)

Post Office Box 47003
Gardena, California 90247-6803
(310) 327-0220
Carolyn Secrist, Community Services Counselor

SPORTS teaches coaches how to be mentors to youngsters aged six to 18 in the city's recreation league. Coaches are trained to help the kids steer clear of drug abuse and to develop self-esteem. A program highlight is a basketball game between teams of coaches -- with the kids cheering on their mentors. The two employees who staff SPORTS train approximately 25 coaches a year. Annual budget: not available.

## Young Male Mentoring Program

Post Office Box 1009
Lawton, Oklahoma 73502
(405) 357-6900
Albert Johnson, Deputy Superintendent of Schools

This program, which operates at one middle school, matches African-American boys who have academic or social difficulties with mentors from a local African-American fraternity and soldiers from a nearby army base. Mentors take their charges on picnics, into the mountains or simply for get-togethers to talk about what is on the their minds. The program involves 12 volunteer mentors and no paid staff. Annual budget: $15,000.

## Youth Leadership Academy

750 North 18th Street
Milwaukee, Wisconsin 53233
(414) 344-8919
Ronn Johnson

A supplement to school, the Academy provides 215 African-American boys with weekly workshop sessions on life skills and decision-making, tutorials, and community service projects, such as helping senior citizens prepare for the winter. Mentors and role models serve as extra support for needy kids, acting as instructors, friends and advocates. The program employs two full-time and eight part-time staffers. Annual budget: $200,000.

## Peer-Ed Advisor Program

Cranston Public School
845 Park Avenue
Cranston, Rhode Island 02910
(401) 785-8195
Carmine J. Catalano, Co-ordinator

In this program, peer advisors are available for troubled students who are reluctant to take advantage of conventional counseling or social services. Serving about 40 to 50 students a year in two high schools, the program provides young advisors (of approximately the same age as the student in need) who are not seen as authority figures to give advice and make social service referrals. The program reports that about half of the students follow-up on the recommended referrals. The Peer-Ed Advisor Program is staffed by 12 high schools students and two advisors. Annual budget: none.

## Rams Helping Other Rams (RHOR)

Cimarron High School
Post Office Box 605
Cimarron, New Mexico 87714
(505) 376-2241
Penny Poppedge, Director

In this program, each grade of high school students elects two peer leaders who work to guide their contemporaries through their troubles and to help instill positive values and self-esteem. The leaders are trained by professional counselors on how to listen to problems and mediate conflicts. Where the problems are too much for the peer leaders to handle, they make referrals to the school counselor. The peer leaders run a 24-hour crisis hotline, and are also involved in a number of other activities: they aid police officers in their drug education outreach, they sponsor anti-alcohol campaigns (such as a poster contest for the younger kids which culminates in a popcorn party), and champion school spirit activities. Peer leaders meet with counselors twice a month to review student concerns and problems, and to help plan school activities. Ten peer leaders and one school staff member run the program. Annual budget: none.

## Growing Place

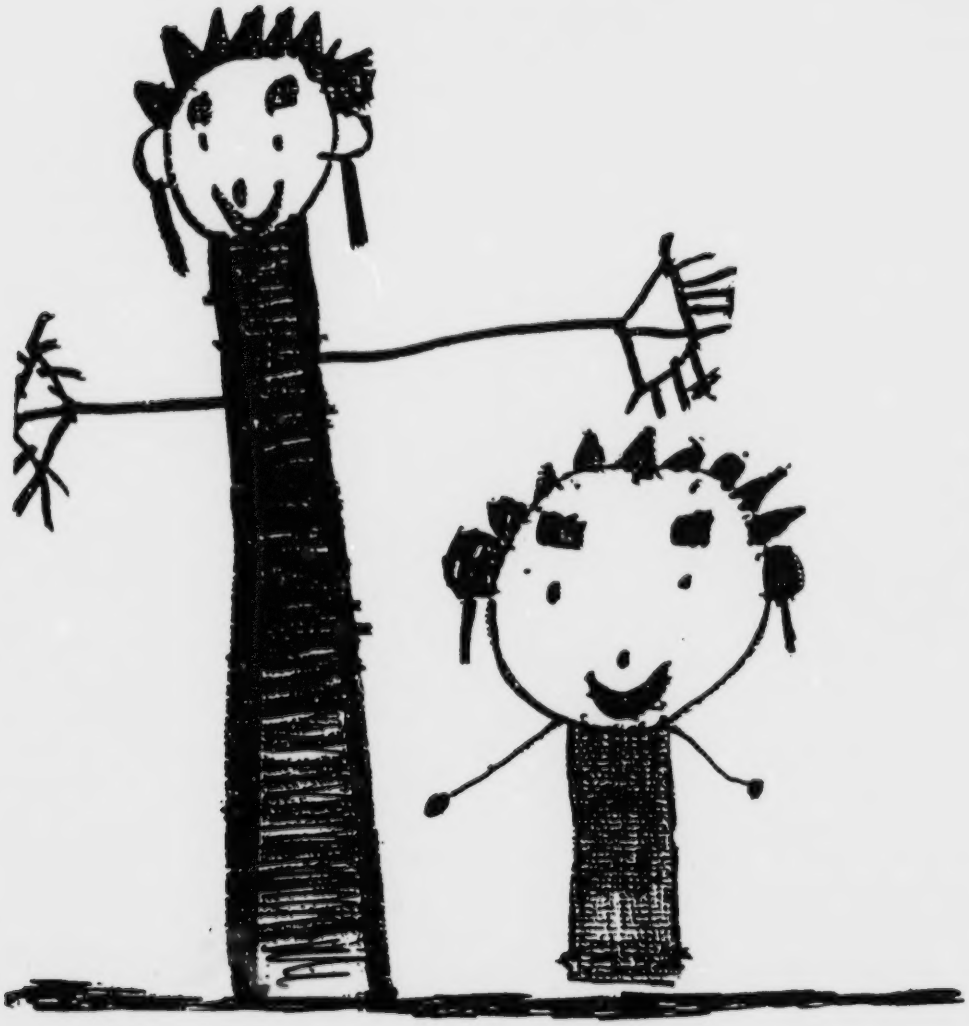
317 Ewing Street
Frankfort, Kentucky 40601
(502) 875-8669
Sherrill Smith, Director

This school resource center is staffed by a director (who links families with services throughout the area) and a mental health professional (who provides direct counseling). Staffers also help with the cursory needs of students and their families, such as driving them to doctors' appointments, providing role models to students, and supplying after-school day care. Six full-time employees serve three schools. Annual budget: $77,000.

## Male Responsibility Program

Detroit Urban League
208 Mack Avenue
Detroit, Michigan 48201
(313) 832-4600
Michael Cross, Director

With its emphasis on one-on-one Afrocentric counseling, this program targets at-risk African-American males for lessons on African culture, ancestry, racism, sexuality, fatherhood, marriage, family and academic achievement, leadership, and entrepreneurship. It runs a telephone hotline for crisis and non-crisis counseling, a social skills development program tailored for African-American males, and a community coalition project that helps link its clients with culturally specific social services. Since its inception in 1987, the program has provided services to 60,000 youths. The program is staffed by ten employees. Annual budget: unavailable.



# V.

# HELP FROM THE FRONTLINES: POLICE OFFICERS AS PREVENTION PARTNERS

With the advent of community policing, more and more police officers are becoming crime preventers as well as law enforcers. By integrating themselves into the lives of their communities -- walking the beat, organizing citizen watches, holding community meetings and getting to know the neighbors and their children -- community police are turning what were once reactive 9-1-1 response forces into proactive patrols. The programs listed here are police-driven efforts to reach kids with a variety of services, from drug education to counseling to after-school athletic activities.

## Police Athletic Teams (PAT)

Birmingham Police Department
2201 Highland Avenue South
Suite 213A
Birmingham, Alabama 35205
(205) 933-4130
Sergeant Robert Boswell

PAT aims to bring athletic and other programs to disadvantaged communities: softball, basketball and baseball teams, as well as academic tutoring. A golf team, junior symphony and ballet corp are in the works. Games are held on weekends throughout the school year and summer (during which additional games are played) in city parks, recreation centers and schools. To be eligible to play, kids must study for at least an hour every night and maintain a C average. Parents agree to enforce the homework requirement and coaches track grades. In the summer, participants with less than a C average may play during the second half of the season only if they participate in the tutoring program during the first session. PAT sponsors over 300 teams in 52 Birmingham neighborhoods. Police officers also visit schools to talk about drug education, gang awareness, and safety. A life-size police robot (which shows educational films through its belly) and talks with the help of a behind-the-scenes officer, is a regular companion in the schools. The program reports that youth crime has dropped by 30% in the PAT neighborhoods. Four officers and one secretary staff the program.

## NEEDS (Needs Education Against Elements and Drugs)

Takoma Park Police Department
7500 Maple Avenue
Takoma Park, Maryland 20912
(301) 270-8724
Private First Class Mark Gardner

This program serves troubled juveniles referred by the courts, other police officers, schools, and the recreation department. Officer Mark Gardner first interviews the child and his or her family, and together they develop a contract in which they set goals for, among other matters, working out familial problems. While the most serious cases are referred to county services, the officer helps work out many family problems -- like mediating a dispute in which parents give their child more freedom in exchange for more

responsible behavior at home and at school. A number of children visit with Officer Gardner once a week, and he also oversees court-ordered community service work, such as cleaning up for the elderly or helping out with after-school activities for younger children. Between 60 and 80 kids are taken on an annual four day camping trip, in which campers ride horses and build campfires, and also participate in workshops on hygiene, teenage sexuality, self esteem, and conflict resolution. This year, Officer Gardner plans to have the kids analyze rap music. Police officers also play an annual basketball game against a team of youngsters (the officers have yet to win), and hold cookouts, softball games, and talent shows. The recreation department provides tutoring services and arts and crafts classes. Four times a year, officers take 15 to 20 young people to "Hemlock Overlook," an obstacle course at the George Mason University, which serves to build their confidence. Officer Gardner is the program's sole employee. Annual budget: $3,000, not including salary.

## Seed Community Efforts Against Drugs

District of Columbia Police Department
First District
415 Fourth Street, S.W.
Washington, D.C. 20024
(202) 727-4643
Lieutenant Melanye Smith, Community Youth Services Coordinator

This program offers recreational activities to inner city kids in five public housing projects. Community volunteers are recruited and trained to teach conflict resolution, crime prevention, parenting classes and self-esteem workshops within the projects. After school until 8 p.m., youth between the ages of seven and 17 can attend hygiene, karate, bowling, and computer classes. While most classes and workshops take place within the housing projects, others are taught in the Police Boys and Girls Clubs and on the campus of the University of the District of Columbia. Under the "Safe House" component of the program, police and community volunteers keep an eye on kids who have no place to go after school. At five different centers, five days a week until 8 p.m., kids can get help with their homework, watch movies, or try their hands at arts and crafts.

The Police Department also sponsors a six-week summer camp, which requires parents to volunteer two hours a week. Activities run the gamut from field trips to amusement parks, museums and the D.C. jail, to camping and fishing trips. Kids are taught conflict resolution by learning to nurture animals. Ten officers work for the program with 25 community volunteers. Annual budget: $200,000 divided between three districts.

## Loveland Police Department

410 East 5th Street
Loveland, Colorado 80537
(303) 962-2214
Sergeant Dan Scout

Among its youth programs, the Loveland police department sponsors a peer court -- in which first-time juvenile municipal offenders (e.g., alcohol, traffic, truancy violations) plead guilty in regular court but are sentenced by the Peer Court. A peer defense attorney, peer prosecutor, and peer judge "try" the defendant before a jury of 13-to-17-year-olds, whose sentences are chosen from a range of community service projects. The Peer Court meets monthly in a regular courtroom after school, hearing between six and eight cases per session. Although the police department developed, organized, and manages the project, officers take a back seat to the students -- to let positive peer pressure work its will. The department also sponsors a law-related education program (LRE) in which 25 to 30 officers visit ninth grade classes 11 or 12 times a year to teach and talk about such subjects as drug abuse, driving under the influence, constitutional law, the consequences of juvenile crime, family violence, and child abuse. Staffing and annual budget unavailable.

## Chicago Police Department Inner City Little League

4844 South State Street
Chicago, Illinois 60609
(312) 747-8907
Commander Robert Guthrie

After Dantrell Davis was shot and killed in one of Chicago's largest and most crime-ridden housing projects, Cabrini-Green, Mayor Daley convened a task force comprised of state and local law enforcement and housing authority officials. In addition to revitalizing the developments with repairs and stepped-up security, the task force also recommended an increase in the visibility and activity of non-traditional police patrols, such as bike patrols, and officers who walk through the projects, talking and getting to know the residents.

A Little League was established as part of this effort -- and is specifically targeted to 9-to-13-year-olds, who are especially vulnerable to gang recruitment. (The Chicago Housing Authority already runs a midnight basketball program for older kids.) The police provide security and umpiring for the League -- which has expanded to 16 teams of 15 boys and girls each -- with the parents and residents acting as coaches and managers. The League has also drawn support from members of the Chicago Cubs and White Sox organizations, who have held coaching and managing sessions. The League champions (last year, the Cabrini-Green team) are treated to sky box seats at a Cubs game, compliments of the General Manager. Two officers staff the Little League program. Annual budget: $31,500.

## Baltimore County Police Department

Counseling Unit
Youth Services
7209 Belair road
Baltimore, Maryland 21206
(410) 668-2804
John Worden

The Counseling Unit is comprised of non-sworn, civilian members of the police department who contact the parents of children who are reported by the police as status offenders, runaways, or generally incorrigible. The officers offer the program's services -- counseling, training in communications skills, self-esteem, and conflict resolution, drug abuse counseling, education, referrals -- and if the parents agree, help draw up with the clients a "plan for change." Counselors provide individual, group and/or family counseling. Officers also spend four hours a week at the Police Athletic League running basketball clinics, tutoring and mentoring programs and holding rap sessions. They also visit high schools to talk about sexual responsibility and substance abuse and run a summer jobs program, hiring kids to rake leaves, wash police cars, paint, and the like. The program is staffed by seven paid employees, four college interns and two volunteers. Annual budget: $200,000.

## Police Youth Bureau

Bismarck Police Department
700 South 9th Street
Bismarck, North Dakota 58504
(701) 223-1212
Mark Lomurray, Director

The Youth Bureau works with juveniles who have come into conflict with the law and/or are experiencing personal, home, or school problems. A professional youth worker is on call 24 hours a day to assist local law enforcement, schools, parents, and kids in crisis with problems ranging from parent-child conflicts to suicide attempts. About 40% of all juveniles cited for delinquent or status offenses are referred to the Youth Bureau's diversion program by the juvenile court. This program works with first and second time offenders by providing, among other things, family counseling and vocational training and by organizing community service and victim compensation schedules. The Bureau also sponsors an eight-week anger management program, which aims to help kids and parents understand the causes of youth anger and aggression, and to learn and practice techniques to quell these impulses. In an effort to ensure positive police/youth relations, the Bureau also conducts several outreach programs, including canoeing, backpacking and mountain biking excursions, as well as a Cops 'n Kids Fishing Derby. Eight full-time employees and 15 contract employees staff the program with the assistance of five volunteers. Annual budget: $392,000

## Neighborhood Improvement Program

100 N.W. Second Avenue
Boca Raton, Florida 33432
(407) 338-1238
Officer Wayne Barton

Launched seven years ago by Officer Wayne Barton, this after-school program provides tutoring, games, field trips, and rap sessions with celebrities and sports figures for kids in high-crime areas. (Among the field trips is an excursion to the county jail, where several guards show the kids how inmates make weapons in prison.) An evening program of activities -- which includes discussion of such topics as AIDS and teen pregnancy -- is also offered to teenagers once or twice a week from six to 10 p.m. To be eligible to participate in the program, the childrens' parents must either be working or in a job training program. As a further incentive for the parents to find jobs, the program offers GED and skills training classes.

Children in the program are awarded points for attending workshops and performing community service (such as towing abandoned cars which have become homes to crack addicts and removing neighborhood trash and rubbish). At the end of each month, those with the requisite number of points are taken on field trips. Also, 50 of the kids who have made significant improvements in school and behavior are taken to Maine for a month. The program also recruits role models and mentors for the kids and solicits funds from local businesses to be applied toward college scholarships. The program is staffed by six employees. Annual budget: $111,000

## Tri-City Gang Task Force

Parma City School District
6726 Ridge Road
Parma, Ohio 44129-5790
(216) 885-8334
Malcolm Driver, Assistant Superintendent-Pupil Services

This tri-city (Parma, Parma Heights, and Seven Hills) collaboration between the police department, schools, courts, and local businesses aims to halt the spread of gang influence in the area. Gang and security specialists work in tandem with law enforcement and probation officers on community awareness campaigns -- including forums to teach parents how to identify gang paraphernalia and symbols, why kids join gangs, and how to create healthy alternative activities. The specialists also survey student attitudes and behavioral trends, to help develop ways to reach kids with lessons about self-esteem, gang-awareness and decision making. School officials provide "tips" to police about potential altercations to enable the police to arrive on a scene before a skirmish can begin. The Task Force has three employees. Annual budget: $264,000.

## Camp Grimm

Alexandria Police Department
2003 Mill Road
Alexandria, Virginia 22314
(703) 838-4740
Corporal Wendy Marris

This summer camp, established by the Alexandria Police Department for eight to 12-year-olds from low income families, provides the usual camp fare -- canoeing, swimming, baseball, arts and crafts, archery -- as well as a program to help campers improve their reading skills. Between 500 to 600 kids attend the camp annually. In addition to the two police officers who administer the camp, the camp employs 12 counselors. Annual budget: $110,000.

## D.A.R.E. America

Post Office Box 2090
Los Angeles, California 90051-0090
1-800-223-DARE
Roberta Silverman with Rogers and Associates PR Firm (310-552-6922)

D.A.R.E. (Drug Abuse Resistance Education) places police officers in kindergarten through twelfth grade classrooms to help steer youngsters away from drugs, alcohol, and gang involvement. These officers teach decision-making skills, violence management, and conflict resolution in addition to providing information about the perils of drug use. They aim to show kids how to say no to drugs through avoidance techniques (give an excuse, walk away, change the subject, avoid the situation, give a cold shoulder, find strength in numbers). D.A.R.E. serves more than 5.5 million children a year in 6000 communities across the country. A July 1993 Gallup survey of 600 D.A.R.E. graduates found that more than 90% felt that the program had helped them avoid drugs and boost their self-esteem.

D.A.R.E. + P.L.U.S. (Play and Learn Under Supervision) is a school-based pilot project, in which teachers, police officers and community volunteers work with kids after school and on Saturdays -- tutoring, touring local colleges, and talking to teachers and coaches about future goals. Among the sponsored activities: sports teams, field trips, art programs, drill teams, and drama and dance groups.

## Police Athletic League (PAL)

New Castle County Police Department
3601 North DuPont Highway
New Castle, Delaware 19120
(302) 571-7376
Captain John Cunningham
Colonel Thomas Gordon

The Delaware P.A.L. is a recreation-oriented crime prevention program that uses sports (basketball, soccer, baseball, karate) to bond police officers with kids aged nine to 18. Under the supervision and influence of law enforcement officials, the children have a place to go and are taught, through sports and other educational and social development activities, discipline, self-esteem and how to be team players. P.A.L. in Delaware places a special emphasis on education -- offering tutoring, leadership conferences, and classes in computer science, conflict resolution and health awareness (AIDS and pregnancy prevention). P.A.L. also invites high school juniors to a teen awareness conference, at which they are trained to promote alcohol and drug prevention during their senior year. At-risk kids in middle school are invited to a youth leadership conference to learn conflict resolution skills and about the consequences of violent behavior (police officers perform skits to demonstrate the harm wrought by gang violence on victims, their families, and society at large). P.A.L. also offers cultural activities (trips to museums, ball games, the shore and fishing) and a summer camp. The program is run by one full-time and two part-time employees, as well as 300 to 500 volunteers. Annual budget: $200,000.

The Delaware P.A.L. is one of over 500 chapters across the country offering over 100 different activities. Each P.A.L. chapter tailors its activities to suit its particular community, and the national organization additionally sponsors such events as the P.A.L. World Series, P.A.L Boxing Championships and P.A.L. Basketball Masterpiece. The telephone number for the national organization, based in North Palm Beach, Florida, is (407) 844-1823.

## Dover Police Department

46 Locust Street
Dover, New Hampshire 03820
(603) 742-4646
Captain Dana C. Mitchell

Year round, Dover police officers serve as mentors, role models, and coaches for children of all ages. Every Wednesday in the summer, an officer takes kids on a one-day hiking trip in the White Mountains. Officers serve as coaches for nine baseball, hockey and ski teams, which sport T-shirts with drug-free messages. The department sponsors monthly events, such as roller skating and ice skating parties, where kids who wear anti-drug shirts are allowed to skate for free; other monthly activities including rafting and a four-mile "Flat Foot Road Race." Fifteen volunteer officers run the youth sports programs and ten to twelve volunteers run the monthly events. Annual budget: $3000.

## Idaho Community Policing Project

Idaho Department of Law Enforcement
250 Northwest Boulevard, Suite 108
Coeur d'Alene, Idaho 83814
(208) 769-1449
Dean Roland, Senior Special Agent

This state-wide project helps local police departments organize community-based crime prevention programs, such as D.A.R.E., drug free schools projects, and anti-gang initiatives, and promotes school-based drug education programs. The state is divided into three geographic regions, to which officers are dispatched to conduct seminars and workshops on drug abuse education to students, teachers, civic organizations and fellow law enforcement officers. The Project also serves as a clearinghouse of drug abuse and crime information and resources in local communities. The program employs six staff members. Annual budget: $160,000.

## Youth Jury

Naperville Police Department
1350 Aurora Avenue
Naperville, Illinois 60540
(708) 305-5453
Juliet M. Fabbri, Investigator/Youth Services Unit

Juries of high school students sentence first-time offenders (for non-violent misdemeanors) who have admitted guilt and have agreed to place their cases in the hands of their peers. Sentences generally consist of a period of voluntary community service. The program aims to build in offenders a sense of community responsibility, as well as to bring positive peer pressure to bear in helping prevent repeat criminality. The jury, which is managed by various members of the Naperville police force, meets once a month, and hears 30 to 40 cases a year. Annual budget: $100-$200.

## School Resource Officer (S.R.O.) and Gang Resistance Education and Training (G.R.E.A.T.)

Gainesville Police Department
118 Jesse Jewell Parkway
Gainesville, Georgia 30501
(404) 534-5251
SRO: Betsy Wilson and Brenda Wright
GREAT: Ed Hollis

For the past three years under the S.R.O. program, plain clothes police officers have been on hand in the middle and high schools in Gainesville -- as counselors, teachers, and mentors to the students on their own turf. These officers often teach classes on self-esteem, law, ethics, and community values, as well as "regular" classes like math or chemistry to show students the real-world application of their subjects (such as speed calculations and lab tests on drugs). The officers also attend school functions, PTA and school board meetings. Three employees, in addition to the two officers, work for the program. Annual budget: $70,000.

The Gainesville G.R.E.A.T. chapter is one of many programs sponsored and developed by the Bureau of Alcohol, Tobacco and Firearms. Once a week for eight weeks, a uniformed officer visits the fifth grade classrooms of Gainesville to teach lessons on crime: the impact of crime on victims and the community; cultural sensitivity and prejudice; conflict resolution; drugs

and neighborhoods; goal setting; and resisting gangs. During the summer, the program provides recreational activities, trips and community service projects in conjunction with educational programs. Three police officers run the G.R.E.A.T. program, serving between 200-300 kids a year. Annual budget: $5,000.

## "Friends in Blue" Band

Manchester Police Department
351 Chestnut Street
Manchester, New Hampshire 03101-2294
(603) 668-8711
Chief Peter Faureau

The "Friends in Blue" Band was formed in 1989 to educate young people about the dangers of drug use. The six-member group performs in police uniform, combining popular tunes with some standards and original anti-drug songs, to show kids that it's possible to have fun without drugs. The band performs at grade schools and junior high schools throughout New England. The six full-time police officers play their gigs on top of their regular duties. Annual budget: $54,000.

## Aurora Gang Task Force

Aurora Police Department
15001 East Alameda Drive
Aurora, Colorado 80012
(303) 341-8598
Mike Stiers, Division Chief

Comprised of 110 volunteers -- including police, community citizens, teachers, parents, churches, government agencies, and business people -- the Task Force was launched by the Police Department when gangs made their debut in the Aurora area some four years ago. Among other activities, the Task Force augments existing after-school and summer programs and created "Night Court," a midnight basketball league. It sponsors seminars and focus groups on gangs (why do kids join, how do gangs affect youth, how to identify gang paraphernalia, what can be done to undermine gang influence) and lobbies the legislature (it recently worked on behalf of a Colorado initiative to prohibit juveniles from possessing handguns). All Task Force members are volunteers. It has no annual budget.

## K.I.D.S. (Kids Instructed about Dangerous Substances) and G.L.A.D. (Grown-ups Learn About Drugs)

Middletown Township Police
60 Cooper Road
Red Bank, New Jersey 07701
(908) 747-5821
Sergeant Michael Slover

In K.I.D.S, police officers visit every class in every public school once a year to teach about the hazards of drug use. In mock trials (which the whole town is invited to attend), actual judges and attorneys put on a simulated trial against three high school drug defendants. Typically, the "case" involves three kids in a car where one lights a marijuana joint or is drinking a can of beer. The verdict: all three are convicted. Sergeant Michael Slover, the program head, has also recruited members of the New York Giants to lend a hand: at-risk kids have their pictures taken with their Giant of choice with the bannered caption, "Cool Kids Say No to Drugs."

G.L.A.D. holds drug education seminars in churches and civic groups for adults. One of its most compelling aids is a video about the real-life story of drug addict "Richie," who before dying of AIDS agreed to have his tale taped. Pictures of Richie's dead body aim to bring home the brutal consequences of drug use. G.L.A.D. also sponsors street corner rallies all across town in which officers display the names of youth killed in fatal drunk-driving accidents. Staff and annual budget unavailable.

## Healdsburg Schools

1024 Prince
Healdsburg, California 95448
(707) 431-3449
Andrea Harris, Director of Alternative Services

Every month, the police department's Gang Unit meets with Healdsburg school administrators to discuss youth problems and devise methods for curtailing gang influence. Under the "Adopt-A-Cop" program, each kindergarten through sixth grade class "adopts" its own police officer, who visits the class once a month to talk about law enforcement and the issues of the day. "Informal probation officers" are assigned to teens who have had a contact with the police or who have been caught with drugs but not charged.

Once a week, the kids meet with their probation officers to discuss everything from drugs and alcohol to violence. They must also meet with a "student assistance team," composed of teachers, probation officers and administrators, who act as a support and advisory group. Twenty to 25 staffers service some 4,500 students. Annual budget: $25,000-$35,000.

## Juvenile Intervention Project

Eagle County Sheriff's Department
Post Office Box 359
Eagle, Colorado 81631
(303) 328-6611
Kim Andre, Director

To qualify for this program, youth must be first-time, non-violent offenders, under the age of 17, who admit to their crimes and have positive attitudes. Successful graduates never have their files sent to the district attorney's office or have their crimes noted on their records. The program was conceived by local police officers who wanted to insure immediate accountability for criminal behavior (many kids' cases wait for months before being adjudicated) and also to give juveniles the opportunity to take responsibility for their actions by paying restitution to their victims and the community.

The Project provides both a long and short-term program. In the former, the child, his or her parents, an officer and a coordinator sign a six-month contract, in which the youngster agrees not to commit any crimes or use drugs; pay any applicable restitution in full; reside with a parent or legal guardian; go to school or hold down a full-time job; apologize to the victim; and write an exit essay explaining what he or she has learned and how h/she plans to stay out of trouble. Depending on the child, other contract terms can include a curfew, family counseling, community service, and restrictions on seeing co-defendants. Kids in the long-term program are also assigned a mentor for the first three months -- a volunteer law enforcement officer -- who contacts the child an average of five times per week to "touch base" or take them on an outing. Last year, approximately 15 children signed long-term JIP contracts. JIP employs several volunteer officers for mentoring, deputies who take reports, and a coordinator. Annual budget: none.

## Maine Law-Related Education (LRE)

University of Maine School of Law
246 Deering Avenue
Portland, Maine 04102
(207) 780-4159
Theresa Bryant

The mission of the Maine LRE is to bring law-related education to youth, ages five to 21, in order to give them the knowledge, attitude and skills to become active citizens. The program trains school personnel, teachers and guidance counselors to teach about citizenship via mock trials, moot courts, cooperative learning and community service projects. Police officers and teachers are trained in the ways of conflict resolution and peer mediation, and are also provided workshops on drug education and racial sensitivity. Law student volunteers also teach school classes which both impart legal knowledge and give kids a chance to interact with professionals. Student participation is central: for example, students will role play as state legislators wrestling with legislation to address an increase in highway fatalities due to drunk driving. Statewide mock trial competitions are also sponsored (this year's issue: sexual harassment). One part-time employee, three work-study law students and 400 volunteers staff the program, which reaches 3,000-5,000 students a year. Annual budget: $40,000. Note: This is one of many statewide LRE programs throughout the 50 states, Washington, D.C. and Puerto Rico. Nationwide, the program is active both in schools and juvenile justice settings, reaching more than 1 million kids a year.

## "Do The Right Thing"

Miami Police Department
400 N.W. 2nd Avenue, Room 413
Miami, Florida 33128
(305) 579-3344
Suzanne Joseph Friedman, Director

"Do The Right Thing" works to increase the self-esteem of underprivileged Miami youth by sponsoring a monthly awards program to honor outstanding students and outstanding deeds done by students. Each month, teachers, counselors, community leaders and parents nominate approximately 1000 kids for the awards, of whom 10 are chosen. The Miami Chief of Police

presents the winners with gift certificates and prizes donated by corporate sponsors. (Every nominee receives a "Do The Right Thing" T-shirt.) Winners are also photographed and profiled in a regular feature in The Miami Herald. The program also sponsors picnics for the winners, as well as drug prevention and police outreach programs in the schools. The program employs two full-time staffers. Annual budget: $80,000.

## CounterAct

Golden Valley Police Department
7800 Golden Valley Road
Golden Valley, Minnesota 55427
(612) 593-8059
Captain Robert Shellum

For six weeks, police officers conduct drug education programs in fifth grade classrooms. They show slides of community police in action to help the kids develop trust for the officers. Other slide presentations focus on positive drug-free alternative activities available in the community. The children are taught how to refuse drugs and about the real-life consequences of drug and alcohol abuse. Parents are also invited to attend nighttime sessions where they are clued-in to drug-use warning signs, and taught how to set boundaries for their children. A number of schools report that 85 to 90 percent of parents attend the program. Four part-time police officers staff the program. Annual budget: $5,500.

## Neptune Township Midnight Basketball Program

Neptune Township, New Jersey
(908) 502-0308
Officer Alex Nevarro

This midnight basketball league, which targets urban youth in high-crime areas, began as a one-person operation after Officer Alex Nevarro read a news story about other successful leagues and thought his community could benefit. As an officer on the streets, he saw that kids were loitering in the neighborhoods, with no place to go and nothing to do. (When he'd direct them to go elsewhere, the familiar refrain was: "where are we supposed to go?") Three teams now play three times a week from 10 p.m. to 2 a.m. Anyone who wants to play can; in fact, each player is guaranteed a quarter of play. Gang members are not allowed to play on the same team. Once a week, participants (who are mostly either unemployed or school drop-outs)

must attend a drug and alcohol awareness or community relations program run often by police officers. Attendance at the education programs is mandatory: those who don't come, don't play. Officer Nevarro has also found that, in addition to the players, many kids who would otherwise be on the streets are in the stands as spectators. Annual budget unavailable.

# VI.

# STRAIGHT TALK: PREVENTING AND TREATING DRUG ABUSE

Drug-abusing kids are among our nation's most violent youth. And recent reports from our schools should sound a cautionary alarm: drug use is on the rise, and children today are less likely than their predecessors to consider drugs dangerous or to disapprove of crack and cocaine use. These children must be reached -- and taught about the hazards of drug abuse, equipped with the skills and confidence to turn their backs on drugs, and steered toward an alternative, drug-free path. These are the aims of the programs listed here.

## High Five America

11440 West Bernardo Court
Suite 212
San Diego, California 92127
(619) 673-8318
Rle Nichols, President and Founder

This program features a group of top level post-college athletes who go into schools and challenge school athletes to six competitive events during a mandatory school-wide assembly. In between the events, they talk about the dangers of drug and alcohol abuse. After the assembly, players follow-up with classroom rap sessions. Then, Leadership Teams (of students, a coach, an administrator, parent and business person) are appointed to provide more long-term support with an eye toward "pride in a drug free campus." For example, they work to get school athletes to sign drug-free contracts and to wear "High Five" pins at every game.

High Five also sponsors midnight basketball leagues between 10 p.m. and 2 a.m. for 17-to-15-year-old boys. One of the points of the program: to identify indigenous leaders who can be trained to serve as mentors and role models for younger kids. Recruits are often kids in some kind of trouble (low educational level, unemployed, arrest or parole records). All players have to sign commitments to themselves, the community and to their coaches; they agree to attend, among other programs, "life skills" seminars each time they play -- twice a week for 14 weeks. High Five America employs seven office staff and 20 part-time athletes. Annual budget: $430,000

## Phoenix House Foundation

164 West 74th Street
New York, New York 10023
(212) 595-5810
Robert Brenon, Director of Outreach Services

Phoenix House offers live-in high schools for kids with substance abuse problems, combining traditional curricula with lessons in peer pressure, drug abuse, self-esteem, discipline, and personal responsibility. The program is highly structured: students are assigned in-house chores, attend classes, work in print shops or greenhouses, and attend group therapy, including intensive 24 to 36 hour sessions. Good behavior earns the kids privileges (such as TV time and outside visits), where transgressions are met with extra chores.

Students attend the school for an average of 14 months, and are then helped to reintegrate into a regular high school or job. Parents are encouraged to attend family therapy sessions, support groups and social events. Phoenix House reports that 85% of its students remain drug and crime free for the three to five years that the program charts their post-graduation progress. Nationwide, Phoenix House employs 550 staff members, of which 470 are based in New York. Annual budget: $28.6 million.

## Straight Talk About Risk

12921 Euclid Avenue
East Cleveland, Ohio 44112
(216) 229-2955
Mark Robinson, Executive Director

Straight Talk treats drug-addicted adolescents on an outpatient basis in intensive nine-to-five sessions, Monday through Friday, for 35 days. Treatment consists of both individual and group counseling, plus comprehensive educational classes about the physical, mental and psychological dangers of drug abuse. Each child's culture and background are assessed in order to develop an individualized plan that best fits his or her needs and values. Family counseling sessions -- which often include the extended families of aunts, uncles and cousins -- are worked into the treatment regimen. "Straight Talk" clients participate in a 15-week aftercare program, meeting three times a week, and are tested for six months thereafter. The group also sponsors prevention programs, usually in schools, which teach kids about the dangers of abuse and pass on techniques for developing self-esteem. Straight Talk employs 12. Annual budget: $400,000.

## Youth Advocacy Inc.

1900 East Oltorf, Suite 114
Austin, Texas 78741
(512) 444-9505
Jesse Flores, Executive Director

Youth Advocacy Inc. provides substance abuse prevention, intervention, and case management services to Hispanic youths and families. Counselors seek out troubled kids in recreation centers, pool halls and street corners and introduce them to the program's culturally sensitive curriculum. Youth Advocacy is composed of a number of subsidiary programs: the Los

Hermanitos program is a one-year course for at-risk pre-teens who participate in peer support groups -- with an eye toward developing self-esteem and the capacity to refuse drugs and alcohol. The Expresiones program aims to break the cycle of denial in substance abusing kids and get them into more intensive treatment. The Nueva Vida program provides counseling to parents in high-risk families to try to keep them off drugs. And the Strategic Intervention for High Risk Youth program targets at-risk families for parenting programs, case management, home visits and linkage with other community social service agencies. All programs provide anger management training, in which kids are helped to identify compulsive behavior and their reasons for being attracted to gang membership. Kids are taught how to "fight fairly," and to realize when their "buttons" are being pressed -- so that they can learn how to be angry without being violent. Youth Advocacy employs 27 full-time staff. Annual budget: $600,000.

## Tri-City Community Mental Health Center

Outpatient Substance Abuse Services
4533 Indianapolis Boulevard
East Chicago, Illinois 46312
(219) 392-6061
Xavier Flores

The Tri-City Community Center provides outpatient services to area youth and adult substance abusers. Its STAR program for 13-to-17-year-old abusers provides 10 weeks of peer group therapy (where the kids talk about school, gangs, and spirituality) and treatment, involving participation in open meetings such as Alcoholics or Narcotics Anonymous. STAR also offers family group therapy, where the goal is to improve the lines of communication between parents and children. Each participant is provided with four weeks of aftercare services, during which time he or she works with a counselor on a plan of action for staying in school and off drugs. At the conclusion of Tri-City's Gang Intervention Group Therapy program (modeled on the STAR curriculum), participants sign contracts in which they pledge to leave their gangs and stop wearing gang clothes and paraphernalia. Their parents pledge that they will not tolerate gang involvement. Staff visit the homes to ensure contract compliance, and the youths participate in anti-gang community projects to reinforce their commitment, such as conducting gang awareness and prevention seminars in neighboring communities. (These kids often lead such seminars in disguise, for fear of reprisals from gang members.) The program reports that roughly 33% of its graduates stay out of gangs, in school and off drugs. Tri-City operates with 15 to 20 full-time staff. Annual budget: $8.8 million.

## PRIDE

50 Hurt Plaza; Suite 210
Atlanta, Georgia 30303
(404) 577-4500
Doug Hall, Vice President

PRIDE has a three-pronged set of programs to combat alcohol and drug abuse: parent training (which teaches parents about the effects of drugs and how to detect abuse); youth training (which teaches kids leadership skills, conflict resolution, and how to resist peer pressure); and a national conference (in which 220 anti-drug abuse groups and over 10,000 participants -- 60% teenagers -- share information and experiences). PRIDE "teachers" are often teenagers themselves, who can better relate to their "students." The program stresses the positive aspects of being drug-free as well as the negative consequences of being an addict. It reaches some 1 million children a year, as well as 88,000 parents who participate in its 1,100 parent programs. PRIDE has a full-time staff of 44 and a constantly fluctuating cadre of volunteers. Annual budget: $4-$6 million.

## The Belafonte-Talcolcy Center, Inc.

6161 Northwest 9th Avenue
Miami, Florida 33127
(305) 751-1295
Yvonne McCollough, Executive Director

The Center brings after-school drug and AIDS education programs to about 16,000 at-risk kids a year. Among its drug intervention programs, the Center takes in kids who have been suspended from school, so they can have a place to go and learn rather than roam the streets. It also sponsors sports development programs, little leagues and summer youth employment projects. It employs 35 staffers full time, who are joined by 20-25 employees during the summer for special projects. Annual budget: $1.7 million.

## Challenge, Inc.

617 Seventh Avenue
Fort Worth, Texas 76104
(817) 877-1181
Rich Boswell, Program Director

Challenge, Inc. was initiated after a study by Texas Christian University reported that one in five people over the age of 12 in Tarrant County, Texas abused alcohol or other drugs. This neighborhood-based program has four goals: to increase the resiliency of children and adolescents; to reduce the risk of drug abuse for all; to establish a sense of community security; and to reduce work-related drug and alcohol abuse. To meet its goals, Challenge provides technical assistance to individual drug and crime ridden neighborhoods, which themselves craft prevention efforts. Challenge organizers work with neighborhood representatives and service providers to help implement the neighborhood strategy.

For example, it launched a neighborhood project in 1990 in a poverty-ridden neighborhood without grocery stores or basic city services. Fifty to sixty percent of all of Fort Worth's drug related crime occurred in this two square mile neighborhood. With the assistance of a volunteer from IBM, Challenge provided computers and basic training courses for neighborhood residents who then taught computer learning classes five nights a week to their neighbors.

The program employs six full-time staff members. Annual budget: $330,000.

## Treatment Alternatives for Special Clients (TASC)

1500 North Halsted
Chicago, Illinois 60622
(312) 787-0208
Tonya Zumach, Manager of Public Affairs

TASC serves as an essential link between substance-abusing adolescents and the local human service network. Employees assess the problems of adjudicated youth and recommend an individual care plan to the court. The child is hooked up with the appropriate treatment agency and ancillary services, and is monitored (along with his or her family) by TASC caseworkers. Clients who do not to their plan are given "jeopardies"; too many result in termination from the program and a return to the court for more severe sentencing. TASC also directs the case management

component of the "Better Days for Youth Project," a gang and drug prevention program in a high-risk Chicago area. The program runs comprehensive service centers which provide academic support, job training, and late-night basketball. TASC also goes into Chicago schools and organizes peer counseling, discussion groups and substance abuse training for faculty and parents. TASC's programs are staffed by approximately 30 full-time employees. Annual budget: $1.3 million.

## The City of Del Rio Youth Counseling Center

1401 Las Vacas Road
Del Rio, Texas 78840
(210) 774-8549
Hipolito M. Gonzalez, Program Director

This program provides one-on-one counseling sessions twice a month to substance-abusing juveniles referred by school counselors, parents and probation officers. The program also provides once a week group drug counseling sessions, as well as family counseling. Children can stay with the program for up to five years, although the average stay is one to two years. Counseling consists of talking to young people about how they became involved with drugs and using films and pamphlets to teach them the hazards of drug use. Children also engage in activities such as sports, birthday celebrations, and visits to parks and museums. The Counseling Center employs four staff members. Annual budget: $115,000.

## Youth Prevention Program

The Township of Ocean
615 West Park Avenue
Post Office Box 910
Oakhurst, New Jersey 07755
(908) 222-7737
Dr. Robert Ponton, Director of Human Resources

This program offers a broad-based inter-agency roster of support services for at-risk youth: counseling to 500 juveniles referred by school counselors, police officers, and court teams; linking clients to vocational, job training and recreational programs; after-school programs for at-risk youth; and drug abuse prevention programs in intermediate schools. The program employs 10 full-time employees and 60 volunteers. Annual budget: $500,000.

## Substance Abuse Monitors Program

3830 Richmond Avenue
Houston, Texas 77027
(713) 892-6677
Edmund Broussard, Director

Substance Abuse Monitors -- or SAMs -- are assigned to local schools to identify potentially drug-abusing students and gang members, and to provide needed counseling. In addition to weekly support group meetings, SAMs make large and small-scale classroom presentations, reaching some 100,000 students per year. The Substance Abuse Monitors Program consists of 30 staff members. Annual budget: $598,000.

## Hampton Intervention and Prevention Project (HIPP)

2013 Cunningham Drive
Hampton, Virginia 23666
(804) 838-2330
Kathy Johnson, Director

HIPP is a collaborative program that brings together a wide variety of community groups to combat school-age substance abuse. Elementary students are recruited into "Just Say No" clubs. Drug free clubs in middle and high schools help students develop communication skills, self-esteem and decision-making abilities. Trained high school students, or "National Helpers," visit elementary classrooms to talk with youngsters about drugs, peer pressure and making "healthy" decisions. HIPP employs 42 paid staff members and approximately 200 volunteers -- including teachers and parents. Annual budget: $1.4 million.

## Neighborhood Empowerment Program

Office of the Mayor
San Francisco, California 94102
(415) 554-6553
Melda Maldanado

This program provides training in community grass-roots organizing and also provides financial support for youth groups, neighborhood associations, tenants' associations and parents' groups -- all with the goal of preventing and reducing substance abuse "block by block." Among the projects the program has sponsored: a group of students, through an art association, organized an anti-alcohol advertising campaign. The sponsoring artists taught the kids how to make silk screen advertisements, which were then displayed on billboards and busses through the donations of an advertising corporation. In another project, a group of housing project tenants organized and set up an on-site area for the delivery of medical and other social services, and also instituted neighborhood improvement programs such as graffiti-clean ups. The program employs 13. Annual budget: $1.4 million.

## Pawtucket Substance Abuse Prevention Task Force

Pawtucket City Hall
137 Roosevelt Avenue
Pawtucket, Rhode Island 02860
(401) 728-0940
Jim Glasson, Task Force Coordinator

The Task Force runs five centers in public housing projects and low-income neighborhoods, providing such projects as 4-H clubs, homework and English-as-a-second-language tutorials, and drug-free dances. The centers, though available to all Pawtucket youngsters, primarily serve kids whose parents are involved with drugs. Community professionals come to the centers to talk to the kids about teen pregnancy, AIDS and specific drug addictions. For frequent visitors, the centers offer counselors and mentors. The Task Force also works in conjunction with the Pawtucket Police Department to sponsor soccer and basketball teams for youngsters in some of the city's toughest neighborhoods and public housing projects. The Task Force is run by two paid staffers and 25 volunteers. Annual budget: $62,600.

## Chemical Abuse Prevention Through Educational Services (CAPES)

Community Services Board
210 Branby Street, Suite 500
Norfolk, Virginia 23510
(804) 441-2620
Peggy Crutchfield, Prevention Services Director

This program targets eight-to-18-year-olds caught using alcohol or other drugs in school. Kids attend group counseling sessions five times a week for two hours a day for two weeks. Subjects covered include drug-specific information, drugs and health, drugs and the law, self-esteem, alternatives to drugs, conflict resolution and social responsibility. Three individual counseling sessions are provided to each student. CAPES has one permanent employee who coordinates the use of Norfolk Community Services Board counselors and eight student assistance counselors. Annual budget: $37,500.

## Gardena Regional Anti-Drug Education (GRADE)

Post Office Box 47003
Gardena, California 90247-6903
(310) 217-9500
Gail Baca, Manager of Department of Youth and Family Services

In this drug education program, GRADE counselors visit fourth grade classrooms once a week for 10 weeks to talk about drugs, gangs and graffiti. Students place any questions (addressed to the program mascot, a large red dinosaur named Grady) in a "question can." The next week's classes are based on the kids' questions. GRADE follows up with fifth graders at least twice a year, and passes the baton to the city police for the second semester of fourth grade and for sixth grade follow-up. Two primary counselors staff the program with the assistance of two police officers. Annual budget: $3,000-$4,000.

## Reshaping Youth Priorities

3101 Burnet Avenue
Room 116
Cincinnati, Ohio 45229
(513) 357-7293
Gerald Powell, Co-ordinator

This program sponsors school presentations on anger management, interpersonal conflicts, and the risks of youth violence. Each month, the program provides seven in-class sessions to 12-to-16-year-old students, and also makes summer presentations through YMCAs, scout programs, and other youth organizations. The program, which employs five staffers, reached approximately 1,300 young people during the last six months of 1993. Annual budget: $250,000.

## Parents and Youth Against Drug Abuse (PAYADA)

Post Office Box 500
Boise, Idaho 83701
(208) 377-6671 or 377-6656
Bea Broker, Program Coordinator

PAYADA reaches 20,000 people annually with two drug education and prevention programs. In the first, police officers and counselors conduct three two-hour sessions on the dangers of tobacco, alcohol, and inhalants for fifth through ninth graders and their parents. In the second program, teens are taught leadership skills in 12 once-a-month sessions at Boise State University; they, in turn, are charged with going back to their schools and training others. To draw attention to the program, high school students race against a "Beat the Heat" police car in sanctioned races. PAYADA is staffed by four part-time employees assisted by 100 volunteers. Annual budget: $125,000.

## Mayor's Commission on Drug Education and Prevention

City of Bellevue
210 West Mission
Bellevue, Nebraska 68005
(402) 293-3000
Karen Jackson, Secretary of the Commission

The Commission -- comprised of a variety of community leaders, including business people, PTA members, and Air Force officers -- sponsors four major programs yearly: a drug-free walk (last year's slogan, bannered on walkers' T-shirts: "I'm a winner -- Drug Free in '93"); alcohol awareness month (during which fifth graders enter posters depicting the hazards of drugs and alcohol in a contest); a lunch recognizing those who have reached out to troubled kids; and a drug awareness night. The program is staffed by 21 Commissioners. Annual budget: $2,000.

## Gwinnett United in Drug Education (GUIDE)

Post Office Box 1922
Lawrenceville, Georgia 30246
(404) 822-5184
Ari Russell, Executive Director

GUIDE is a central clearinghouse for drug abuse prevention information. Among the services either provided or facilitated by GUIDE: support groups for children from alcoholic families, sexual abuse survivors, teen mothers and drug abusers; after-school tutorial programs; and leadership opportunities for high risk youth. At the GUIDE-sponsored Georgia Teen Institute, teenagers attend workshops on youth mobilization and empowerment. These teen leaders then go back into their communities armed with programs to combat substance abuse and violence. This program employs two staff members and contracts with individuals who lead support and diversion programs. Annual budget: $175,000.

## Intensive Program for Children

Native American Youth Alcohol Education
Post Office Box 900
Belcourt, North Dakota 58316
(701) 244-5082
Elaine LaRocque, Director

This program aims to prevent anti-social behavior in youth on the Chippewa reservation through alcohol education, suicide prevention, child care education, and after-school sports programs. It also provides cultural education classes to help combat the identity crises that many Native Americans appear to suffer as a result of mixed marriages and child abuse. Approximately 3500 youths are served yearly by the two centers on the reservation. The program is staffed by seven paid employees and up to 60 volunteers. Annual budget: $110,000.

## PEERS

Adolescent Drug Treatment Center
1591 Washington Street, East
Charleston, West Virginia 25311
(304) 341-0595
Lisa Hudnall
Denny Dodson

This center serves 13-to-17-year-olds who are either coming out of in-patient substance abuse programs or who are referred to the center in lieu of in-patient treatment. The six-week program teaches coping and decision-making skills, as well as alternatives to abusive behavior. Random drug tests are administered throughout. The program is offered after-school for kids in school and during a more intensive day-treatment program for those who aren't able to attend school. During a 12 week follow-up schedule, participants must come in once a week for counseling. Annual budget: not available.

## Lamar County Community Partnership

University of Southern Mississippi
109 Shelby Speights Road
Purvis, Mississippi 39401
(601) 794-5397
Donna McGuyer

The Partnership works to encourage other grassroots community groups to address substance abuse prevention within their own areas of expertise. A "Teen Update Line" provides teens with drug abuse information and referrals, all conveyed by fellow teenagers. Among its other activities, the Partnership sets up its Alcohol and Drug "IQ computers" in schools and local libraries. These computers provide alcohol and drug information via computer games, which also have the kids answer a set of questions -- which, in turn, provide the Partnership with data on the use and abuse of drugs by youngsters. The Partnership employs five staff members. Annual budget: $253,000.

## The Latin American Community Center

403 North Van Buren Street
Wilmington, Delaware 19805
(302) 655-7338
Dr. Carlos Duran, Interim Director
John Mira, WCASA Family Coordinator

The Latin American Community Center sponsors a number of programs, including the Wilmington Cluster Against Substance Abuse (WCASA) project -- which aims to turn Delaware's high risk youth against drugs by restructuring their leisure time, sharpening their drug/alcohol resistance skills and strengthening family relationships. Through WCASA, the Center sponsors "friendly competitions" in sports and arts activities, a five-week summer camp for children ages six to 14, and substance abuse prevention programs aimed at helping children learn to say no to drugs. The Center sponsors peer support groups, a community drug awareness fair, and visits to detention centers and drug rehabilitation facilities. WCASA staff also go into homes to help parents teach their kids about drugs.

The Center's Youth Violence Prevention Initiative provides recreational activities ranging from basketball, volleyball, soccer and karate, to arts and crafts projects and sewing, cooking and dancing. It offers weekly tutoring sessions in math, reading and language, and reports that 95% of its

participants boosted their grades by at least one level. The Center's FACET program (Families and Community Empowerment Together) sponsors individual and group counseling for parents to help strengthen their families. On-site day care is also provided. The Latin American Community Center operates with 24 full-time and 23 part-time staff. Annual budget: $1 million.

# VII.

# OFF ON THE RIGHT FOOT: FAMILY SUPPORT AND PRESERVATION

Raising children can be trying even under the sunniest of circumstances. When financial, emotional, and vocational problems are added to the list -- not to mention when one parent is going it alone -- the task can become simply overwhelming. Child abuse and neglect, which can be predictors of later criminality, are among the tragic byproducts of stressed, vulnerable families. The programs listed here aim to help keep families healthy -- by providing parents with the training, counseling, and other services they need to cope with their troubles and raise crime-free, productive children.

## Hawaii Healthy Start

Family Stress Center
Kapiolani Medical Center for Women and Children
1833 Kalakaua Avenue, Suite 1001
Honolulu, Hawaii 96815
(808) 944-9000
Gail Breakey, Director

Healthy Starts sends workers to the homes of needy families for the first five years of a child's life -- to help reduce child abuse by teaching moms and dads how to parent their children. Families are identified by Healthy Start counselors in the prenatal stage or before mothers leave their delivery hospitals. (Workers evaluate admissions data for at-risk factors such as unemployment, low-income, lack of a partner, low education level, and a history of substance abuse.) Once a mother returns home, case workers help link her with pediatricians, day care, spousal abuse programs, and other needed social services; they also provide direct counseling and help avert crises by, for instance, supplying emergency food or baby supplies. Mothers are at first visited weekly; as they stabilize (measured by frequency of crises, quality of parent-child relationship, and track record with community resources), visits become less frequent. Children are followed until they are five years old. A four-year evaluation of the program found that 99.3% of families served by Healthy Start were neglect and abuse-free. The Family Stress Center is staffed by 58 employees. Annual budget: $2.1 million.

## The Parenting Center at Children's Hospital

Children's Hospital
200 Henry Clay Avenue
New Orleans, Louisiana 70118
(504) 896-9591
Donna Newton, Director

This drop-in center provides volunteer-supervised play groups and activities for toddlers. Parent educators are on hand to talk about child development and other family issues, and parents can also call up the Center's "Warm Line" for parenting advice. Staffers also offer parenting classes and workshops around the city -- brown bag lunches for working parents at their job sites, as well as at schools and churches. The Center serves approximately 4,000 families each year. It employs seven with the help of 20 volunteers. Annual budget: $140,000.

## Families First

Diversified Youth Services
15055 Dexter Avenue
Detroit, Michigan 48238
(313) 342-6600
Angela Olivera, Program Director (313-342-6000)

Families First caseworkers provide intensive, short-term help to at-risk families (many with alcohol and drug abuse problems) to help keep them together. Caseworkers are assigned to no more than two families at a time, and are available 24 hours a day, seven days a week for up to six weeks. They help develop parenting and budgeting skills, and also help with problems immediately at hand, such as locating suitable housing. The program operates in 44 Michigan counties, serving more than 8,000 kids in 3,500 families. Families First reports that 80% of the families served by the program were still together one year later. The program employs 125 caseworkers. Annual budget: $5.5 million.

## Family Focus, Inc.

310 South Peoria Street
Suite 401
Chicago, Illinois 60607
(312) 421-5200
Maureen Patrick, Executive Director

Family Focus aims to reach pregnant or parenting teenagers and adults early -- before problems arise -- with a network of preventive services. The group provides parenting classes (which include instruction in discipline, time management, and family violence); early child development screening; support groups for parents; joint family literacy programs; and home visits. Family Focus also runs health fairs, providing immunizations and health information. For fifth through eighth grade boys having problems in school, the group sponsors a male responsibility program -- involving the kids in community service activities, support groups, recreational activities and outings in which the younger boys are paired with older boys as peer counselors. The youngsters wear Family Focus T-shirts, play in a softball league, set individual goals and come up with a group creed. Family Focus employs approximately 80 staff members and operates at four sites, serving 800 families a year. Annual budget: $2-$3 million.

## CEDEN Family Resource Center

1208 East 7th Street
Austin, Texas 78702
(512) 477-1130
Emily Vargas Adams, Director

Located in the heart of Austin's African-American and Hispanic communities, CEDEN provides high-risk, pregnant teens and low-income minority families with comprehensive educational and social services. The cornerstone program -- Healthy and Fair Start -- coordinates interagency services to deliver pre-natal health care and education; help reduce low-weight births; improve child development by identifying and helping remedy developmental delays; improve parenting skills through self-assessment and education; reduce child abuse and neglect; and to reduce teen pregnancy and school drop-out rates. CEDEN also works to involve otherwise wayward fathers in the lives of their kids. CEDEN serves three counties from five sites in Austin. CEDEN employs 39 full-time staff and calls upon the services of six consultants in its efforts. Annual budget: $1.3 million.

## Survival Skills Institute, Inc.

1501 Xerxes Avenue, North
Minneapolis, Minnesota 55411
(612) 522-6654
Charlene Crittendon, Director

This program targets children from age six weeks to kindergarten in predominantly African American neighborhoods. It provides family and child development education and training in a "culturally relevant" environment. Its PACT program provides parents with support groups and counseling, along with on-site child care. In the FREEDOM program, black preschoolers are placed in a nursery school while parents attend parenting, family management (e.g. how to cope with more than one child at a time) and independent living classes. The INDEPENDENT LIVING program provides in-home nutrition, budgeting, health, and hygiene training. NEST combines a specialized half-day set of activities for children having trouble in kindergarten with a home-visiting program to involve parents in their educations. In SAFE-P programs, African-American teens are taught self-esteem and educated about sexuality and the perils of teen pregnancy. FAMILIES works with pregnant women, substance-abusing mothers and kids born affected by drugs. Twenty full-time staff operate out of two cites. Annual budget: $1.2 million.

## Parents As Teachers National Center, Inc. (PAT)

9374 Olive Boulevard
St. Louis, Missouri 63132
(314) 432-4330
Joy Rouse, Deputy Director-National Center

PAT provides parenting information to expectant parents and arranges for follow-up weekly or bi-weekly home visits once a child is born. Parents are taught about the various stages of child development and staffers show parents how to better interact with their children. Children between the ages of birth and three are screened to identify any developmental or learning problems, and parents participate in group sessions (often with educators) to share information, frustration, and successes with other parents. The program also offers referrals (housing, vocational, medical, educational) to other agencies. A 1991 evaluation of the program by Research & Training Inc. found that at age three, PAT kids scored significantly higher than others on school-related achievement tests; PAT families also turned in a far-below average incidence of child abuse. PAT employs 15 staffers at the national center and 5,000 paid educators in 1,300 programs across 44 states.

## The Family Place

3309 16th Street, N.W.
Washington, D.C. 20010
(202) 265-0149
Ana Neris, Executive Director

The Family Place serves predominantly Spanish-speaking pregnant women and mothers of children under the age of three -- primarily through the provision of pre-natal care (including nutritional education and exercise classes) and parenting classes (focusing on child development and disciplining techniques). Individual counseling is available to those at risk for abusing or neglecting their kids. Program participants whose family lives have stabilized often lend a helping hand to others -- by, for instance, providing temporary shelter to mothers or families in need. In response to the needs of the African American community, The Family Place has opened a second center, which offers on-site, drop-in services such as maternity preparation classes, prenatal exercise classes, counseling and infant development monitoring. The Family Place employs 29 staff members. Annual budget: $900,000.

## Wichita Metropolitan Family Preservation Agency, Inc. (WMFPA)

1631 East 17th Street
Wichita, Kansas 672214
(316) 269-0488
Carrie Jones, Executive Director

WMFP provides a variety of services to keep families together and to prevent entry into the criminal justice system. The Black Infant Mortality Project identifies pregnant adolescents and at-risk adults for prenatal care, and monitors their pregnancies. The Teen Pregnancy Reduction Program aims to improve life skills through training in self-esteem, communication and decision-making. The Early Start program aims to teach eight to 10 year olds to be self-sufficient: kids are tutored and taught how to save and budget for things they want. The Fresh Start Program works exclusively with young men to reduce teen pregnancy. Participants sign a contract in which they pledge to tell at least one friend about the program and its benefits. The program reports that participation has increased five-fold via the tell-a-friend feature. WMFPA employees six full time staff and two volunteers. 15 additional volunteers help on a per project basis. Annual budget: $325,000.

## Cecil County Family Support Center

Cecil County Community College
Road B, Hollingsworth Manor
Elkton, Maryland 21921
(410) 392-9272
Adina Mattes, Director

Located in a housing project in rural Maryland, the Family Support Center's clients are primarily poor families on welfare. Mothers come to the center for parenting classes while their children are attended to by early childhood specialists. The kids are screened by the staff and a nurse practitioner for developmental delays and medical programs. Mothers customarily come to the center a few times a week for about three to six months. Transportation is provided to and from the center, which also provides in-home counseling and services for families with the most serious problems. The center's staff of seven full-time and 11 part-time employees serves about 100 families a year. Annual budget: $310,000.

## Home Instruction Program for Preschool Youngsters (HIPPY)

Southeast Arkansas Education Service Cooperative
Post Office Box 3507
Monticello, Arkansas 71655
(501) 367-6848
Judy Gibson, Co-ordinator

In this program, a cadre of home visitors goes to the homes of preschoolers (four to five year olds) and works with the mothers to improve school readiness and boost the odds of eventual school success. HIPPY visitors are typically mothers of young kids themselves, trained to support families and educate parents about healthy early childhood development, parenting, nutrition and safety. Families usually participate for two years. HIPPY serves approximately 500 families a year. The program is staffed by three administrators and 30 home visitors. Annual budget: $2.5 million.

Note: This Arkansas program is party of HIPPY-USA, a nationwide program sponsored by the National Council of Jewish Women.

## Center for Youth Services (CYS)

921 Pennsylvania Avenue, S.E.
Washington, D.C. 20003
(202) 543-5707
Pam Grady, Director of Administration

CYS recruits and trains 30 to 40 volunteers a year to act as advocates for abused or neglected juveniles who have cases pending in Howard County courts. After meeting with their charges, their families and the relevant social workers, the volunteers recommend either placement with parents or a foster home. Volunteers then follow up on each case to track the youngsters' well-being. Five part-time employees and 63 volunteers serve 60 juveniles per year. Annual budget: $75,000.

## Maryland's Friends of the Family Network-Baltimore

1001 Eastern Avenue
2nd Floor
Baltimore, Maryland 21202
(410) 659-7701
Margaret Williams, Director

This public-private collaboration of 19 family support centers throughout Maryland targets mothers under 25 with kids under the age of three. Parents, community leaders and social service representatives provide parenting, literacy, GED and child development classes. The network distributes grants to center sponsors, be they churches, community colleges, housing authorities, school districts or coalitions of community groups. The Network employs approximately 45 full-time staff throughout its many centers. Annual budget: $3.2 million.

## The National Institute for Responsible Fatherhood and Child Development

8555 Hough Avenue
Cleveland, Ohio 44106-1519
(216) 791-1468
Stacie Banks Hall, Public Relations

This program aims to help young men become responsible, nurturing, and resourceful fathers leading "risk-free" lives (no drugs, alcohol or extramarital sex). The Institute provides in-home family counseling, health and nutrition information, housing referrals and career guidance. It also provides like programs for single women with boys and for incarcerated fathers. Staffers, who serve as "risk-free" role models to their clients, are on call 24 hours a day. The Institute has 20 paid staff and volunteers. Annual budget: $693,000.

## Waverly Family Center

901 Montpelier Street
Baltimore, Maryland 21218
(410) 235-0555
Melanie Martin, Director

The Waverly Center serves a predominantly low-income, African-American Baltimore neighborhood, and targets young, single mothers often with more than one child. In addition to providing parenting classes and linking clients with family services, Waverly sponsors after-school programs, tutoring, and a homework club for kids. It provides transportation and lunch. Nine full-time and five part-time employees staff the center with the help of 15 volunteers. Annual budget: $250,000.

## National Court-Appointed Special Advocates (CASA)

2722 Eastlake Avenue, East
Suite 220
Seattle, Washington 98102
(206) 328-8588
Beth Waid, Chief Executive Officer

CASA's 556 programs nationwide provide comprehensive advocacy for abused and neglected children in the social service, medical, and school systems. Approximately 85% of the kids CASA serves have been removed from their homes due to abuse or neglect. A volunteer advocate is appointed by the court to work with each child for between 12 and 18 months. After evaluating the child's court, school and medical records, the advocate visits his or her family, teachers and other acquaintances. Advocates testify at hearings, make recommendations, submit progress reports to the court, and help the kids obtain health care.

An award-winning Baltimore, Maryland CASA program -- Advocates for Children & Youth -- recruits volunteers (52% of whom are people of color) who come from the same neighborhoods as their clients, so that they can better understand and meet their needs. Advocates are usually assigned only one child at a time. The program has four full-time and one part-time staffer, and 180 volunteers. Annual budget: $190,000. Advocates for Children & Youth is located at 300 Cathedral Street, Suite 500; Baltimore, Maryland 21201. Phone: (410) 547-1077. Sharon Duncan-Jones, Executive Director.

## Neighborhood Coordinating Councils

Department of Human Services
Youth Services Division
1673 South 9th Street, 3rd Floor
Milwaukee, Wisconsin, 53204
(414) 649-2193
Ken Harrell

The Councils, located in two at-risk Milwaukee neighborhoods (due to high teen pregnancy rates, gang activity, lower employment or education rates, or large numbers of single-family households) develop and submit recommendations for the neighborhoods to County financial planners. Last year, the Councils secured $2 million from the county budget for each neighborhood to fund, among other programs, 24-hour crises nursery centers to provide families in stress (who are most likely to abuse their kids) a place to drop off their children for a few days while undergoing counseling. The money will also fund a residential treatment program for African-American males. The Councils, comprised of 30 of the 100 volunteers who lend their time to the program, are staffed by three full-time employees. Annual budget: $110,000.

## Center for Family Life in Sunset Park

345 43rd Street
Brooklyn, New York 11232
(718) 788-3500
Sister Mary Geraldine, Project Director

The Center, which serves the residents of the Sunset park neighborhood, aims to make the home a healthy place for children by helping parents emotionally and financially. Among its services: family, individual and group counseling, psychiatric services, emergency food, temporary foster homes, in-home parenting classes, peer tutoring, summer day camps, teen evening centers (offering athletic and creative arts programs), after-school day-care, and liaison assistance with other social service agencies. The Center has 45 full time and 55 part-time staffers, and over 100 volunteers. Annual budget: $2.3 million.

## Child Inc.

507 Philadelphia Pike
Wilmington, Delaware 19802-2177
(302) 762-8989
Joseph Dell'Olio, Executive Vice-President

In partnership with community organizations and agencies, and with a heavy reliance on volunteers, Child Inc. provides a wide range of services to reach at-risk children and their families early. It operates three emergency shelters, one for children up to 12 years old and pregnant teens and their kids, another for teenagers and the third for battered women and their children. The battered women's shelter, Martha's Carriage House, also provides counseling and transitional services to women and clinical services for their kids -- to help them, among other things, learn not to turn to violence themselves as a way of solving problems. Child Inc. also places counselors in schools throughout the state, provides services in six satellite locations, and conducts parent education programs in more than 100 Delaware community centers, schools and churches. Parents in this program take a pre and post-program test on their abilities to cope with stress, their knowledge of child development, and their views about effective discipline. Child Inc. has recently launched a specialized foster program -- in which juveniles charged with misdemeanors are placed in foster homes rather than juvenile detention facilities. Child Inc. serves about 14,000 annually, with 46 full-time and an equal number of part-time employees and numerous volunteers. Annual budget: $2.2 million.

## Steinway Child and Family Services, Inc.

41-36 27th Street
Long Island City, New York 11101
(718) 389-5100
Mary D. Redd, Executive Director

Operating out of 12 sites around the city and serving approximately 15,000 children and their families each year, Steinway aims to strengthen families in an effort to help troubled kids. Program clinicians go into high schools to provide psychological evaluations, therapy, crisis intervention and case management services for the most troubled teens. They often follow these kids into their homes with family therapy. Counselors also provide alternatives to special education programs by working with families to alleviate the stress that so often inhibits learning, as well as providing

individually tailored tutoring regimens. This year, Steinway introduced a pilot program to teach elementary school children mediation skills, and also runs workshops for parents to show them how their behavior can engender violent tendencies in their children. The program is staffed by 60 full-time and 10 part-time employees. Annual budget: $3.2 million.

## Save the Children

350 Lafayette Street
Bridgeport, Connecticut 06604
(203) 336-2994
Robert Kocienda, Director

This organization offers a wide range of programs for disadvantaged children and their families, including: Positive Parenting, which reaches approximately 2,000 parents a year with workshops aimed at teaching moms and dads how to mediate problems at home, how to be supportive of their children, and how to help them stay in school, off drugs and out of gangs. At a yearly Parents Conference, parents from across the country convene to exchange information and ideas about reducing community violence and overcoming personal obstacles. STAR (Serious Teens Acting Responsibly) is a comprehensive, youth development/empowerment program that seeks to help 13 to 15 year olds develop self-esteem, learn how to resolve their conflicts peacefully, act responsibly, take pride in their heritage and respect other cultures. The program also focuses on "giving back" to the community, and gets kids involved in community service projects and enlists older teens to tutor youngsters. In the HIPPY program (Home Instruction Program for Preschool Youngsters), aides -- often mothers who have been through the program themselves -- show other moms of pre-schoolers how to ready their children for school. Save the Children is staffed by eight full-time employees. Annual budget: $510,900.

Nationwide, Save the Children of the United States is based in more than 20 states and 35 nations, primarily in low-income, high-crime communities. Among its many programs across the country, Save the Children works with over 60 tribes and Native American communities -- providing counseling, substance abuse treatment and education, and anti-crime programs. The "Eyes on the Future" program provides eyeglasses for low-income Hopi and Navajo nation children. The organization's national headquarters are located in Westport, Connecticut. Phone number: (203) 221-4000.

## The Family Outreach Program

51 Health Lane
Warwick, Rhode Island 02886
(401) 737-6050
Nancy Roberts, Director

Newborns screened at delivering hospitals for low birth-weight and drug problems are referred to this program, which, in conjunction with the Kent County Visiting Nurse Association, provides a nurse who regularly monitors the infant's health and development for a year. The nurse also conducts a thorough assessment of the child and family during this time, and passes the information on to other social service agencies such as Head Start, the school system and child welfare and mental health officials. The program is staffed by 18 full-time employees. Annual budget: $864,000.

## Maternal Infant Health Outreach Worker Project (MIHOW)

Center for Health Services
Station 17; Post Office Box 5677-VUH
Nashville, Tennessee 37232-8189
(615) 322-4773
Kathy Scaggs, J.D.

MIHOW is a network of family support programs designed to reach rural families (primarily young pregnant women and their babies) for whom health clinics are otherwise inaccessible. The group draws on the services of rural health clinics and community development agencies through Tennessee, Kentucky, Virginia, and West Virginia. Outreach workers go into a family's home during the pregnancy and until the child is two years old. Parents are also invited to attend regular parent meetings, and outreach workers assist mothers and families in accessing other community services, such as GED programs and literacy classes. Staff and annual budget unavailable.

## High Risk Youth Education Project

Yellowstone County Youth Services
Post Office Box 30856
Billings, Montana 59107
(406) 846-2147
Jo Acton

This program aims to help abused, foster and emotionally disturbed children who typically miss some 30 to 45 days of school when they are removed from their homes and transferred to safety. A full-time special education teacher teaches the children (up to 23 at a time) the basics in math, spelling and computers. Annual budget: $27,000.

# APPENDIX A.

# REGIONAL LISTING OF PROGRAMS

## Northeast

Save the Children
350 Lafayette Street
Bridgeport, Connecticut 06604
(203) 336-2994
Robert Kocienda, Director

Hartford Street Youth Project
15 Ely Street
Hartford, Connecticut 06103
(203) 728-0117
Galo Rodriguez
Dixon Vega

Mi Casa ("My House")
582 Park Street
Hartford, Connecticut 06106
(203) 522-5222
Jorge Rivera, Director

Serious Habitual Offender Comprehensive Action Program (SHOCAP)
Portland Police Department
109 Middle Street
Portland, Maine 04101
(207) 874-8582
Detective Judith Ridge

Maine Law-Related Education (LRE)
University of Maine School of Law
246 Deering Avenue
Portland, Maine 04102
(207) 780-4159
Theresa Bryant

Reaching Out to Chelsea Adolescents (ROCA)
144-148 Washington Avenue
Chelsea, Massachusetts 02150
(617) 889-5210
Molly Baldwin, Director

The Algebra Project
99 Bishop Allen Drive
Cambridge, Massachusetts 02139
(617) 491-0200
Ben Moynihan

Project Outreach
Lawrence Boys & Girls Clubs
138 Water Street
Lawrence, Massachusetts 01841
(508) 683-2747
John Menzie, Director

Teens as Community Resources (TCR)
100 Massachusetts Avenue
Boston, Massachusetts 02115
(617) 266-2788
Maura Wolf, Executive Director

Bridge Over Troubled Waters, Inc.
47 West Street
Boston, Massachusetts 02111
(617) 423-9575
Jenny Price

Robert F. Kennedy Action Corp.
11 Beacon Street, Suite #325
Boston, Massachusetts 02108
(617) 227-4183
Edward Kelley, Executive Director

Alliance House
38 Pleasant Street
Stoneham, Massachusetts 02180
(617) 438-6880
Peter Downey, Director

Earn-It Project
3 Washington Street
Keene, New Hampshire 03431
(603) 357-9810
Jane Beecher, Court Diversions Supervisor

Dover Police Department
46 Locust Street
Dover, New Hampshire 03820
(603) 742-4646
Captain Dana C. Mitchell

"Friends in Blue" Band
Manchester Police Department
351 Chestnut Street
Manchester, New Hampshire 03101-2294
(603) 668-8711
Chief Peter Faureau

New York State Division For Youth
Capital View Office Park
52 Washington Street
Rensselaer, New York 12144
(518) 474-8245
Samuel J. Kawola

Trail Blazers
272 7th Avenue
New York, New York 10001
(212) 691-2720
Gretchen Young, Senior Development Associate

Hudson Guild
441 West 26th Street
New York, New York 10001
(212) 268-9983
Lori Bezahler, Director of Development

Rheedlen Center for Youth and Families
Beacon Initiative
2770 Broadway
New York, New York 10025
(212) 866-0700
Geoffrey Canada, President

Brownsville Community Neighborhood Action Center
1757 Union Street
Brooklyn, New York 11213
(718) 221-0010
Wilma Carthan, Executive Director

The Albany Plan
Department of Human Resources
88 North Lake Avenue
Albany, New York 12206-2578
(518) 434-5204
Charles H. Shoudy, Commissioner

The Home School Partners Program
607 Walnut Avenue
Niagara Falls, New York 14301
(716) 286-4259
Arthur McDonald, Director

Phoenix House Foundation
164 West 74th Street
New York, New York 10023
(212) 595-5810
Robert Brennan, Director of Outreach Services

Center for Family Life in Sunset Park
345 43rd Street
Brooklyn, New York 11232
(718) 788-3500
Sister Mary Geraldine, Project Director

Steinway Child and Family Services, Inc.
41-36 27th Street
Long Island City, New York 11101
(516) 389-5100
Mary D. Redd, Executive Director

Woodside Juvenile Rehabilitation Center
Residential Treatment Program
26 Woodside Drive East
Colchester, Vermont 05446
(802) 655-4990
Steve Coulman, Program Coordinator

Peer-Ed Advisor Program
Cranston Public School
845 Park Avenue
Cranston, Rhode Island 02910
(401) 785-8195
Carmine J. Catalano, Coordinator

Pawtucket Substance Abuse Prevention Task Force
Pawtucket City Hall
137 Roosevelt Avenue
Pawtucket, Rhode Island 02860
(401) 728-0940
Jim Glasson, Task Force Coordinator

The Family Outreach Program
51 Health Lane
Warwick, Rhode Island 02886
(401) 737-6050
Nancy Roberts, Director

# Mid-Atlantic

The Latin American Community Center
403 North Van Buren Street
Wilmington, Delaware 19805
(302) 655-7338
Dr. Carlos Duran, Interim Director
John Mira, WCASA Family Coordinator

YWCA of New Castle County
Wilmington Center
233 King Street
Wilmington, Delaware 19801
(302) 658-7161
Ruth Sokolowski, Executive Director
Carol Scott, Center Director

UAW-Chrysler Training Center
The Joan Patterson Building
698 Old Baltimore Pike
Newark, Delaware 19702-1391
(302) 738-3051
Joan Patterson, Executive Co-Director
Bobby Clemente, National Training Centers Facilitator
Sam Lathaem, UAW Region 8 Co-Director

Girls Incorporated
3301 Green Street
Claymont, Delaware 19703
(302) 798 8554
Bonnie Jones, Executive Director

Police Athletic League (PAL)
New Castle County Police Department
3601 North DuPont Highway
New Castle, Delaware 19120
(302) 571-7376
Captain John Cunningham
Colonel Thomas Gordon

Creative Grandparenting, Inc.
1503 West 13th Street
Wilmington, Delaware 19806
(302) 656-2122
Karen Lindley, Executive Director

Dover Boys & Girls Club
375 Simon Circle
Dover, Delaware 19901
(302) 678-5182
Daniel Cox, Director

Seaford Collaboration for Youth
122 Townsend Hall
Newark, Delaware 19717-1303
(302) 831-2509
Joy Sparks, State 4-H Program Coordinator

Stormin's Classic
1201 Apple Street
Wilmington, Delaware 19801
(302) 655-3099
Councilmember Norman Oliver, President

Child Inc.
507 Philadelphia Pike
Wilmington, Delaware 19802-2177
(302) 762-8989
Joseph Dell'Olio, Executive Vice-President

Delaware Futures
Trinity Episcopal Church
1108 North Adams Street
Wilmington, Delaware 19801
(302) 652-8605
The Rev. Luis Leon

Choice
The Shriver Center
University of Maryland, Baltimore County
5401 Wilkens Avenue
Baltimore, Maryland 21228-5398
(410) 455-2494
Mark Shriver, Executive Director

Boy Scouts of America
National Capital Area Council
9190 Wisconsin Avenue
Bethesda, Maryland 20814-3897
(301) 530-9360
Steve Montgomery, Associate Scout Executive

Partnership for Learning, Inc.
110 North Calvert Street
Room 206
Baltimore, Maryland 21202
(410) 396-5092
Delgreco Wilson, Director

Thomas O'Farrell Youth Center
7960 Henryton Road
Marriottsville, Maryland 21104
(301) 549-6330
John Yates, Program Director

Project 2000
Center for Educating African American Males
Morgan State University
Jenkins Building-308B
Baltimore, Maryland 21239
(410) 319-3275
Dr. Spencer Holland, Director

NEEDS (Needs Education Against Elements and Drugs)
Takoma Park Police Department
7500 Maple Avenue
Takoma Park, Maryland 20912
(301) 270-8724
Private First Class Mark Gardner

Baltimore County Police Department
Counseling Unit
Youth Services
7209 Belair road
Baltimore, Maryland 21206
(410) 668-2804
John Worden

Cecil County Family Support Center
Cecil County Community College
Road B, Hollingsworth Manor
Elkton, Maryland 21921
(412) 392-9272
Adina Mattes, Director

Maryland's Friends of the Family Network-Baltimore
1001 Eastern Avenue
2nd Floor
Baltimore, Maryland 21202
(410) 659-7701
Margaret Williams, Director

Waverly Family Center
901 Montpelier Street
Baltimore, Maryland 21218
(410) 235-0555
Melanie Martin, Director

School-Based Youth Services Program
New Jersey Department of Human Services, CN 700
South Warren Street
Trenton, New Jersey 08625-0700
(609) 292-1617
Ed Tetelman, Director of Legal and Regulatory Affairs

Newark After-School Youth Development Program
Office of Physical Education and Extracurricular Activities
2 Cedar Street
Newark, New Jersey 07102
(201) 733-7344
Elnardo Webster, Assistant Director

New Brunswick Schools
Paul Robeson School
199 Commercial Avenue
New Brunswick, New Jersey 08901
(908) 745-5488
David Blevins, Community Schools Coordinator

K.I.D.S. (Kids Instructed about Dangerous Substances) and G.L.A.D. (Grown-ups Learn About Drugs)
Middletown Township Police
60 Cooper Road
Red Bank, New Jersey 07701
(908) 747-5821
Sergeant Michael Slover

Youth Prevention Program
The Township of Ocean
615 West Park Avenue
Post Office Box 910
Oakhurst, New Jersey 07755
(908) 222-7737
Dr. Robert Ponton, Director of Human Resources

Specialized Treatment Services
Post Office Box 484
Mercer, Pennsylvania 76137
(814) 385-6681
Dr. Edward Vogelsong, Clinical Director

Community Intensive Supervision Program
Court of Common Pleas of Allegheny County
Family Division, Juvenile Section
3333 Forbes Avenue
Pittsburgh, Pennsylvania 15213
(412) 578-8210
Joseph Daugerdas, Director of Court Services

Bethesda Day Treatment Program
Post Office Box 270
West Milton, Pennsylvania 17886-0270
(717) 568-1131
Dominic Herbst, Managing Director

George Junior Republic Family Therapy Unit (GJR)
Suite A-2
Allegheny Center Hall
Pittsburgh, Pennsylvania 15212
(412) 321-7002
Kerry Yarris

Philadelphia Anti-Graffiti Network
1220 Sansom Street
Third Floor
Philadelphia, Pennsylvania 19107
(215) 686-1550
Tim Spencer, Executive Director

The Big Brothers/Big Sisters of America
230 North Thirteenth Street
Philadelphia, Pennsylvania 19107
(215) 567-7000
Colleen Watson, Director of Marketing and Communications

PEERS
Adolescent Drug Treatment Center
1591 Washington Street, East
Charleston, West Virginia 25311
(304) 341-0595
Lisa Hudnall
Denny Dodson

# Southeast

Ponce-de-Leon Boys & Girls Club
1709 26th Avenue
Tampa, Florida 33605
(813) 247-4412
Todd Cole, Unit Director

Make It Happen
313 East 10th Street
Jacksonville, Florida 32206
(904) 791-9719
Ed Brown, Assistant Executive Director

Vecinos en Accion ("Neighbors In Action")
Dade County Department of Youth and Family Development
Children's Services Council
1701 North West 30th Street
Miami, Florida 33125
(305) 633-6481
Xavier Cortada, Director

Florida Environmental Institute
Post Office Box 406
Venus, Florida 33960
(813) 465-6508
Phillip Adams, Executive Director

Project First Class Male
Urban League of Broward County
11 N.W. 36th Avenue
Fort Lauderdale, Florida 33311
(305) 584-0777
Nema Smith, Coordinator

Griffen Alternative Learning Academy (GALA)
800 Alabama Street
Tallahassee, Florida 32304
(904) 488-8436
Mildred Hall, Assistant Principal

Children of the Sun
The Urban League Trust for the Development of African American Youth
2313 East 28th Avenue
Tampa, Florida 33605
(813) 229-8117
Darrell Daniels, Associate Vice President for Youth Programs

Neighborhood Improvement Program
100 N.W. Second Avenue
Boca Raton, Florida 33432
(407) 338-1238
Officer Wayne Barton

"Do The Right Thing"
Miami Police Department
400 N.W. 2nd Avenue, Room 413
Miami, Florida 33128
(305) 579-3344
Suzanne Joseph-Friedman, Director

The Belafonte-Talcolcy Center, Inc.
6161 Northwest 9th Avenue
Miami, Florida 33127
(305) 751-1295
Yvonne McCollough, Executive Director

Boys & Girls Clubs of America
1230 West Peachtree Street, N.W.
Atlanta, Georgia 30309-3494
1-800-854-CLUB
Art Allen, Vice-President for Programs and Staff Development

"Operation First Class"
Atlanta Area Council, Boy Scouts of America
100 Edgewood Avenue, N.E.
4th Floor
Atlanta, Georgia 30303
(404) 577-4810
Dick Martinides, Deputy Scout Director

New Futures
128 Habersham Street
Savannah, Georgia 31401
(912) 651-6810
Dr. Otis Johnson, Executive Director

School Resource Officer (S.R.O.) and Gang Resistance Education and Training (G.R.E.A.T.)
Gainesville Police Department
118 Jesse Jewell Parkway
Gainesville, Georgia 30501
(404) 534-5251
SRO: Betsy Wilson and Brenda Wright
GREAT: Ed Hollis

PRIDE
50 Hurt Plaza; Suite 210
Atlanta, Georgia 30303
(404) 577-4500
Doug Hall, Vice President

Gwinnett United in Drug Education (GUIDE)
Post Office Box 1922
Lawrenceville, Georgia 30246
(404) 822-5184
Ari Russell, Executive Director

Growing Place
317 Ewing Street
Frankfort, Kentucky 40601
(502) 875-8669
Sherrill Smith, Director

National Association of Teen Institutes (NATI)
100 Billingsley Road
Charlotte, North Carolina 28211
(704) 376-7447
John King, Executive Director of the Charlotte Council on Alcoholism and Chemical Dependency

Project Help
Post Office Box 1051
Goldsboro, North Carolina 27530
(919) 735-0008
Darryl Woodard

School/Community Helping Hands Project
Wake County Public Schools
3600 Wake Forest Road
Raleigh, North Carolina 27609
(919) 850-1660
Pryce Baldwin, Program Manager

Weapons Awareness Program
Department of Juvenile Justice
Spartanburg County Judicial Center
180 Magnolia Street
Spartanburg, South Carolina 29301
(803) 585-5181
Mary Jane Sanders, Director of Community Programs

Bright Future Project
37 West Fairway
Memphis, Tennessee 38109
(901) 789-4123
Henry Hargrow

The Blues City Cultural Center
Post Office Box 14059
Memphis, Tennessee 38114
(901) 525-3031
Deborah Glass-Frazier, General Manager

Madison County Juvenile Court Services
224 Lexington Avenue
Jackson, Tennessee 38301
(901) 423-6140
Barbara Dooley, Director

Maternal Infant Health Outreach Worker Project (MIHOW)
Center for Health Services
Station 17; Post Office Box 5677-VUH
Nashville, Tennessee 37232-8189
(615) 332-4773
Kathy Scaggs

Camp Grimm
Alexandria Police Department
2003 Mill Road
Alexandria, Virginia 22314
(703) 838-4740
Corporal Wendy Marris

Hampton Intervention and Prevention Project (HIPP)
2013 Cunningham Drive
Hampton, Virginia 23666
(804) 838-2330
Kathy Johnson, Director

Chemical Abuse Prevention Through Educational Services (CAPES)
Community Services Board
210 Branby Street, Suite 500
Norfolk, Virginia 23510
(804) 441-2620
Peggy Crutchfield, Prevention Services Director

# Southwest

Kids Who Care
The Aletheia House
706 37th Street, South
Birmingham, Alabama 35222
(205) 252-4636
Gloria Buford, Program Director

Mobile Bay Area Partnership for Youth, Inc.
305 A Glenwood Street
Mobile, Alabama 36606
(205) 473-3673
Debbie Wilde

Community Intensive Treatment for Youth (CITY)
3420 2nd Avenue North
Birmingham, Alabama 35222
(205) 251-2489
Larry Palmer, Program Coordinator

Developing Alabama Youth (D.A.Y.)
Post Office Box 1811
Alabaster, Alabama 35007
(205) 664-1600
Dr. Elizabeth Morris

Griffen Alternative Learning Academy (GALA)
800 Alabama Street
Tallahassee, Florida 32304
(904) 488-8436
Mildred Hall, Assistant Principal

Tuscaloosa County Juvenile Court Victim Restitution Program
6601 12th Avenue East
Tuscaloosa, Alabama 35405
(205) 349-3870
Dr. John Upchurch, Director of Court Services

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# APPENDIX B.

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Chairman Biden and the Judiciary Committee staff would like to express our gratitude to the countless women and men who we consulted in compiling this Catalogue.

The professionals, employees and volunteers who work with our nation's at-risk children are, in many ways, the guardians of our future. Their work is neither glamorous nor lucrative. Their efforts often go unthanked. But they should never go unappreciated.

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